



MAHARSHI DAYANAND UNIVERSITY, ROHTAK
(Established under Haryana Act No. XXV of 1975)
'A+' Grade University accredited by NAAC

No. ACS-II/F-134/2025/9156-65

Dated: 03/04/2025

To

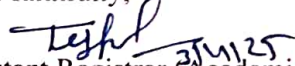
Sr. No.	Name & Address	Designation
1.	Prof. A.S. Maan, Dean Academic Affairs, M.D. University, Rohtak	Chairman
2.	Prof. Nasib Singh Gill, Director, Centre for Distance Online Education, M.D. University, Rohtak	Vice-Chairman
3.	Prof. Sewa Singh Dahiya, Dean, Faculty of Social Science, M.D. University, Rohtak	Member
4.	Prof. S.C. Malik, Dean, Faculty of Physical Sciences, M.D. University, Rohtak	Member
5.	Prof. Randeep Rana, Dean, Faculty of Humanities & Arts, M.D. University, Rohtak	Member
6.	Prof. Satyawar Baroda, Dean, Faculty of Management Sciences & Commerce, M.D. University, Rohtak	Member
7.	Prof. Narasimhan B., Director, CIQA, M.D. University, Rohtak	Member
8.	Prof. Uma Kanjilal, IGNOU, New Delhi	Outside Expert
9.	Prof. A.K. Bakshi, Vice-Chancellor, PDM University, Bahadurgarh	Outside Expert
10.	Dr. Krishan Kant, Registrar, M.D. University, Rohtak	Member Secretary

Sub:- Minutes of emergent meeting of the Faculty of Distance and Online Education held on 02.04.2025 at 02:00 P.M. in the Registrar's Committee Room, M.D. University, Rohtak.

Sir/Madam,

I am directed to enclose herewith a copy of the Minutes of emergent meeting of the Faculty of Distance and Online Education held on 02.04.2025 at 02:00 P.M. in the Registrar's Committee Room, M.D. University, Rohtak. The objection(s), if any, with regard to recording of the minutes may kindly be sent to the Registrar (Member Secretary) within 10 days of circulation of these minutes.

Yours faithfully,


Assistant Registrar (Academic)
for Registrar

Encl: As above

Endst. No. ACS-II/F-134/2025/9166-70...

Dated: 03/04/2025

Copy of the above is forwarded to the following for information and necessary action:-

1. Controller of Examinations, M.D. University, Rohtak.
2. Assistant Registrar (Secrecy, Conduct, R&S), M.D. University, Rohtak.
3. Director, UCC, M.D. University, Rohtak for uploading the minutes of meeting and on the University website.
4. Director, CDOE, M.D. University, Rohtak with the request to arrange to upload the SOE & Syllabus of MBA (Business Psychology) in ODL mode w.e.f. the session 2025-26 on the University website.


Assistant Registrar (Academic)
for Registrar



MAHARSHI DAYANAND UNIVERSITY, ROHTAK

(Established under Haryana Act No. XXV of 1975)

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MINUTES OF THE MEETING OF THE FACULTY OF DISTANCE AND ONLINE EDUCATION HELD ON 02.04.2025 AT 02:00 PM IN THE REGISTRAR'S COMMITTEE ROOM, M.D. UNIVERSITY, ROHTAK

Following members were present:

1.	Dean, Academic Affairs	Chairman
2.	Director, Centre for Distance and Online Education	Vice-Chairman
3.	Dean, Faculty of Social Sciences	Member
4.	Dean, Faculty of Physical Sciences	Member
5.	Dean, Faculty of Management Sciences & Commerce	Member
6.	Director, CIQA	Member
7.	Registrar	Member Secretary

At the outset the Dean welcomed the members of the meeting of the Faculty of Distance and Online Education.

Thereafter the agenda was taken up for discussion.

1. Considered the recommendation of the Board of Studies in Distance and Online Education made vide Reso. No. 1 in its meeting held on 02.04.2025 regarding introduction of MBA (Business Psychology) in ODL mode through Centre for Distance and Online Education w.e.f. the session 2025-26.

RESOLVED THAT THE MATTER REGARDING INTRODUCTION OF MBA (BUSINESS PSYCHOLOGY) IN ODL MODE THROUGH CENTRE FOR DISTANCE AND ONLINE EDUCATION W.E.F. THE SESSION 2025-26 BE RECOMMENDED TO THE ACADEMIC COUNCIL FOR CONSIDERATION AND APPROVAL.

2. Considered the recommendations of Board of Studies in Distance and Online Education made vide Reso. No. 2 in its meeting held on 02.04.2025 regarding Scheme of Examination and Syllabi of MBA (Business Psychology) offered in regular mode with minor amendments (if required) to offer through ODL mode w.e.f. the session 2025-26 may be prescribed as per Annexure-I, Pages .../...3.3.....

RESOLVED THAT THE SYLLABUS OF MBA (BUSINESS PSYCHOLOGY) PROGRAM BE APPROVED AND THE SCHEME OF EXAMINATION OF THE SAID PROGRAM BE RECOMMENDED TO THE ACADEMIC COUNCIL FOR CONSIDERATION AND APPROVAL.

FURTHER THE COURSE CODES MAY BE GOT VETTED FROM THE DIRECTOR IQAC BEFORE SENDING THE ITEM TO THE ACADEMIC COUNCIL.

3. Considered the recommendations of Board of Studies in Distance and Online Education made vide Reso. No. 3 in its meeting held on 02.04.2025 that the eligibility condition for admission to MBA (Business Psychology) in ODL mode through Centre for Distance and Online Education w.e.f. the session 2025-26 may be prescribed as under:-

- a) For two year PG Program: Graduation in Psychology/ Applied Psychology/ BBA/ BCA/ B.Sc. / Graduation in any discipline with at least 50% at Graduation Level
- b) For one year PG Program (Lateral Entry as per NEP 2020): One year PG Diploma in Business Psychology.

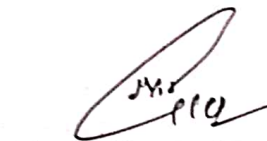
RESOLVED THAT THE ELIGIBILITY CONDITIONS FOR ADMISSION TO MBA (BUSINESS PSYCHOLOGY) IN ODL MODE THROUGH CENTRE FOR DISTANCE AND ONLINE EDUCATION W.E.F. THE SESSION 2025-26 BE REFERRED TO THE ACADEMIC COUNCIL FOR CONSIDERATION AND APPROVAL.

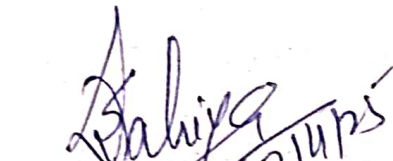
4. Considered the recommendations of Board of Studies in Distance and Online Education made vide Reso. No. 4 in its meeting held on 02.04.2025 that the students who have studied PG Diploma in Business Psychology in regular mode may be allowed to complete MBA (Business Psychology) through lateral entry into 3rd semester under ODL mode.

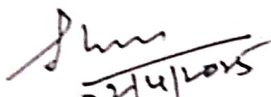
RESOLVED THAT THE RECOMMENDATIONS OF BOARD OF STUDIES IN DISTANCE AND ONLINE EDUCATION MADE VIDE RESO. NO. 4 IN ITS MEETING HELD ON 02.04.2025 BE RECOMMENDED TO THE ACADEMIC COUNCIL FOR CONSIDERATION AND APPROVAL.

The meeting ended with a vote of thanks to the chair.



(A.S. Maan)

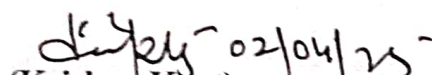

(Nasib Singh Gill)

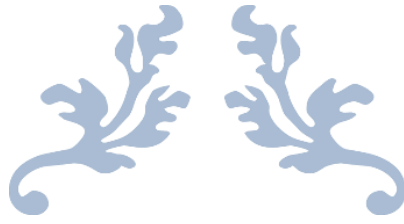

(Sewa Singh Dahiya)


(S. C. Malik)


(Satyawati Baroda)


(Narasimhan B.)


(Krishan Kant)



**SCHEME OF EXAMINATION AND SYLLABUS OF
MBA (BUSINESS PSYCHOLOGY)
(SESSION 2025-26)**



**MAHARSHI DAYANAND UNIVERSITY
INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH (IMSAR)
& DEPARTMENT OF PSYCHOLOGY
2025-26**

1.	Course Title	MBA (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	Proposed programme will be of two year duration, divided in four semesters- odd and even of six months each.
7.	Programme Objectives	<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	Two Years
10.	Eligibility	For two year PG Program Graduation in Psychology/ Applied Psychology/ BBA/BCA/B.Sc./ Graduation in any discipline with at least 50% at Graduation level For one year PG Program (Lateral Entry as per NEP 2020) One year PG Diploma in Business Psychology
11.	Fee Structure	As per university rules
12.	Mode of offering the program	ODL mode

First Semester

Course Code	Title of the Course (s)	Discipline Specific Courses (DSC)	External	Internal	Total marks	Credits L-T-P
25IMS201DS01ODL	Foundation of Psychology & Human Behaviour	DSC I	70	30	100	3-1-0
25IMS201DS02ODL	Organizational Behaviour and Management	DSC II	70	30	100	3-1-0
25IMS201DS03ODL	Psychology of Entrepreneurship	DSC III	70	30	100	3-1-0
25IMS201DS04ODL	Social Research Methods & Statistics	DSC IV	70	30	100	3-1-0
25IMS201DS05ODL	Business Communication	DSC V	70	30	100	3-1-0
25IMS201SE01ODL	Emotional Intelligence, Intrapersonal and Interpersonal Skills	SEC 1	70	30	100	3-1-0
Total Credits						24

Second Semester

Course Code	Title of the Course (s)	Discipline Specific Courses (DSC)	External	Internal	Total marks	Credits L-T-P
25IMS202DS01ODL	Consumer Psychology	DSC VI	70	30	100	3-1-0
25IMS202DS02ODL	Basics of Behavioural Economics	DSC VII	70	30	100	3-1-0
25IMS202DS03ODL	Employee Mental Health and Well-being	DSC VIII	70	30	100	3-1-0
25IMS202DS04ODL	Positive Psychology	DSC IX	70	30	100	3-1-0
25IMS202DS05ODL	Leadership, Coaching, Mentoring and Group Dynamics	DSC X	70	30	100	3-1-0
25IMS202PD01ODL	Research Project *	Research Project	70	30	100	3-1-0
Total Credits						24

Third Semester

Course Code	Title of the Course (s)	Discipline Specific Courses (DSC)	External	Internal	Total marks	Credits L-T-P
26IMS203DS01ODL	International Business & Cross Cultural Psychology	DSC XI	70	30	100	3-1-0
26IMS203DS02ODL	Economics for Business Decisions	DSC XII	70	30	100	3-1-0
26IMS203DS03ODL	Psychology of Marketing	DSC XIII	70	30	100	3-1-0
26IMS203DS04ODL	Digital Marketing	DSC XIV	70	30	100	3-1-0
26IMS203DS05ODL	Industrial Psychology	DSC XV	70	30	100	3-1-0
26IMS203SE01ODL	Indian Ethos for Business	SEC III	70	30	100	3-1-0
Total Credits						24

Fourth Semester

Course Code	Title of the Course (s)	Discipline Specific Courses (DSC)	External	Internal	Total marks	Credits L-T-P
26IMS204DS01ODL	Consulting in Business Psychology	DSC XVI	70	30	100	3-1-0
26IMS204DS02ODL	Global Business Environment	DSC XVII	70	30	100	3-1-0
26IMS204DS03ODL	Psychology of Human Development & Sustainability	DSC XVIII	70	30	100	3-1-0
26IMS204DS04ODL	Individual & Organizational Intelligence	DSC XIX	70	30	100	3-1-0
26IMS204DS05ODL	Communication Skills for Leaders	DSC XX	70	30	100	3-1-0
26IMS204PD01ODL	Project Report	Research Project	70	30	100	3-1-0
Total Credits						24

Foundation of Psychology & Human Behaviour

Course Code: 25IMS201DS01ODL

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. Saundra 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 Aurobindo Marg. New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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: 25IMS201DS02ODL

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 seven 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: 25IMS201DS03ODL

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 seven 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: 25IMS201DS04ODL

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 seven 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: 25IMS201DS05ODL

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

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 be divided in two sections. Section A shall comprise of seven 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.

Emotional Intelligence, Intrapersonal and Interpersonal Skills

Course Code: 25IMS201SE01ODL

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 seven 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.

Consumer Psychology

Course Code: 25IMS202DS01ODL

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 seven 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: 25IMS202DS02ODL

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 seven 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.

Employee Mental Health and Well-being

Course Code: 25IMS202DS03ODL

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 seven 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: 25IMS202DS04ODL

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.!. (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 seven 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: 25IMS202DS05ODL

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 seven 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.

INTERNATIONAL BUSINESS & CROSS CULTURAL PSYCHOLOGY

Course code: 26IMS203DS01ODL

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Learning objectives

- Impart understanding of the basic goals and features of Cross cultural psychology in business.
- Provide knowledge of the basics of Social behaviour in relation to socio-cultural context.
- Provide understanding of the basics of personality, cognition and emotions in different cultures.
- To impart theoretical knowledge about various issues of cross cultural Psychology.

Learning outcomes

CO1. Students would be acquainted with the goals and features of cross cultural Psychology in business

CO2. Students would become familiar with basics of Social behaviour in relation to socio-cultural context

CO3. Students would understand the conceptual knowledge of personality, cognition and emotions in different cultures

CO4. Students would have knowledge about the various issues of cross cultural Psychology

Unit I

Cross cultural Psychology: Definition, Nature, Goals, Basic and History Relationship with other disciplines and Ethnocentrism.

Unit II

Social Behaviour: Conformity, Values and Gender behaviour Individualism vs. Collectivism, Social Cognition and its theories: Social learning and self-efficacy

Unit III

Personality: Traits across cultures, self and altered states of consciousness Cognition : General Intelligence and epistemology and cognitive styles

Unit IV

Emotions: Understanding others, Universality of emotions and componential approaches Theoretical Issues : Absolutism, Relativism and universalism and conceptualizations of behavior-culture relationships

Suggested readings:

1. Berry, W. J., Poortinga, H. Y. and Segall, H. M. (2011). *Cross – cultural Psychology (research and applications)*. New York : Cambridge university press
2. Poortinga, Y. H. (2021) *Concepts and Method in Cross Cultural psychology*. New York : Cambridge university press

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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

ECONOMICS FOR BUSINESS DECISIONS

Course code: 26IMS203DS02ODL

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives

- To develop in students a systematic approach to decision making and the ability to recognize, use and interpret economic information from both within the organization and the wider environment.
- Understand how demand- side and supply-side policies can increase productivity, competition and innovation in the wider economy.
- Understand how businesses are affected by international trade

Course Outcomes

CO1. Apply economic criteria for efficient resource allocation to a diverse range of dynamic business situations.

CO2. Propose relevant pricing and market strategies for a variety of market structures and in the presence of market failures.

CO3. Recommend appropriate courses of action to deal with economic uncertainty, through evaluation of changes in macroeconomic variables and policy-making.

CO4. Assess macroeconomic policies at India and international level.

Unit-I

Importance of economics for business; Economics and managerial decision making; demand, supply and equilibrium; demand elasticity, demand estimation and forecasting; productivity and efficiency, factors of production; objectives of a firm; nature of marginal analysis; consumer's equilibrium – utility and indifference curves approaches, consumer's surplus

Unit-II

Short-run and long-run production functions; optimal inputs combination; costs classification; short-run and long-run costs curves and their interrelationship, revenue curves of a firm; relationship between AR, MR and elasticity of demand; Law of variable proportions; laws of returns to scale; economies of scale; producer surplus

Unit-III

Equilibrium of the firm; price and output decisions under alternative market structures – perfect competition, monopoly, monopolistic competition and oligopoly; product differentiation and price discrimination; general pricing strategies; Factor pricing

Unit-IV

Measures of National Income; The Circular Flow of Income; Multiplier analysis; Business Cycles; Inflation Analysis; Tariff Analysis; Operative Aspects of Macroeconomic Policies; Monetary Policy; Fiscal Policy; International Trade; Balance of Payments; Populism and the economics of globalization

Suggested Readings:

1. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics. John Wiley & Sons.
2. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
3. Baye, M. R. (2010). Managerial economics and business strategy. McGraw-Hill.
4. Ministry of Finance, Government of India Economic Surveys (2011 onwards) Oxford University Press.
5. Sengupta N.K., Government and Business, Vikas Publication, New Delhi
6. Dwivedi, D. N. (2009). Principles of economics. Vikas Publishing House.
7. Kapila, U. (2005). Indian Economy: Issues in Development & Planning and Sectoral Aspects. Academic Foundation.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of seven 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 MARKETING

Course Code: 26IMS203DS03ODL

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives:

The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven.

Course Outcomes:

The students will grasp how the concept of marketing is changing with times and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

UNIT-I

Basics of Marketing: Meaning, Scope, Core Concepts, Tasks, Basic & Updated 4 P's of Marketing Mix; Company's Orientation towards Marketplace; Capturing Marketing environment; Creating Customer Value; Understanding Consumers' Markets; Understanding Business Markets.

UNIT-II

Segmentation, Targeting and Positioning (STP); Dealing with Competition: Competitive Strategies, Product Life Cycle (PLC) Strategies; Developing Product Strategy; New Product Development: Process & Challenges.

UNIT-III

Brand Management: Brand Equity, Brand Equity Models- CBBE, Devising Branding Strategies; Developing Services: categories, Distinctive Characteristics, Service Differentiation; Pricing Decisions: Consumer Psychology and Pricing, Setting up the price, Price Adaptation and Strategies.

UNIT-IV

Managing Distribution Channels: Design & Management Decisions, Channel Integration and Systems, Retailing, Wholesaling and Logistics Management; Managing Marketing Communications: Role, Developing Effective Communication, IMC; Managing Mass Communications: Advertising, Sales Promotions, Events, Experiences, PR; Managing Personal Communications: Direct Marketing, Interactive Marketing, Word-of-mouth, Personal Selling.

Recommended readings:

1. Philip Kotler & Kevin Lane Keller, Marketing Management, Pearson Education
2. Lamb, Hair, Sharma & McDaniel, Principles of Marketing- A South Asian Perspective, Cengage Learning.
3. Stanton, Etzel & Walker, Fundamentals of Marketing McGraw Hill.
4. Kotler, Keller, Koshy and Jha, Marketing Management- A South Asian Perspective, Pearson Education

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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.

DIGITAL MARKETING

Course code: 26IMS203DS04ODL

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

This course aims to familiarize students with the concept of digital marketing and its current and future evolutions. It further aims to be able to equip students with the ability to understand and subsequently create strategic and targeted campaigns using digital media tools.

Course Outcomes

CO1: Use digital marketing for multiple goals within a larger marketing and/or media strategy. CO2: Utilize latest digital marketing platforms available.

CO3: Develop, evaluate, and execute a comprehensive digital marketing strategy and plan.

UNIT-I

Introduction to Digital Marketing: Concept and Applications, Digital Market Evolution, Digital Marketing Environment Analysis, Digital Data Analysis and Management, Digital Marketing and Branding, Non- Business Digital Marketing, Career in Digital Marketing.

UNIT-II

Understanding Digital Consumer Behavior: Consumer Characteristics and profiles, Information Search Behavior, Factors Influencing Consumption Behavior, Purchase Decision Process, Post Purchase Behavior and Management. Attracting and Retaining Audience for Non- Business Digital Marketing Efforts.

UNIT-III

Digital Marketing Strategy: Alignment of Digital and Non- Digital Marketing Strategy, Digital Marketing Mix Decisions- Product, Price, Distribution and Promotion, Digital Marketing Strategy Formulation and Execution, Digital Market Positioning.

UNIT-IV

Digital Marketing Mechanisms: Websites- Company and Retail Service Providers, Search Engines- Google, Bing, Ask, Yahoo etc., Social Networks- Facebook, Instagram, Linked In, WhatsApp, Telegram, Twitter etc., Video Hosting and Entertainment- Youtube, Vimeo, Netflix etc., Mobile Phones and Applications, E- Mails, Blogs.

Recommended Readings:

1. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education (2017)
2. Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.
3. Philip Kotler, HermawanKartajaya, IwanSetiawan - Marketing
4. Moving from Traditional to Digital-Wiley (2016)

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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

International Business & Cross Cultural Psychology

Course code: 26IMS203DS01ODL

Learning objectives

- Impart understanding of the basic goals and features of Cross cultural psychology in business.
- Provide knowledge of the basics of Social behaviour in relation to socio-cultural context.
- Provide understanding of the basics of personality, cognition and emotions in different cultures.
- To impart theoretical knowledge about various issues of cross cultural Psychology.

Learning outcomes

- Students would be acquainted with the goals and features of cross cultural Psychology in business
- Students would become familiar with basics of Social behaviour in relation to socio-cultural context
- Students would understand the conceptual knowledge of personality, cognition and emotions in different cultures
- Students would have knowledge about the various issues of cross cultural Psychology

Unit I

Cross cultural Psychology: Definition, Nature, Goals, Basic and History Relationship with other disciplines and Ethnocentrism.

Unit II

Social Behaviour: Conformity, Values and Gender behaviour Individualism vs. Collectivism, Social Cognition and its theories: Social learning and self efficacy

Unit III

Personality: Traits across cultures, self and altered states of consciousness Cognition : General Intelligence and epistemology and cognitive styles

Unit IV

Emotions: Understanding others, Universality of emotions and componential approaches Theoretical Issues : Absolutism, Relativism and universalism and conceptualizations of behavior-culture relationships

Suggested readings:

1. Berry, W. J., Poortinga, Y. H. and Segall, H. M. (2011). *Cross – cultural Psychology (research and applications)*. New York : Cambridge university press
2. Poortinga, Y. H. (2021) *Concepts and Method in Cross Cultural psychology*. New York : Cambridge university press.
3. Shiraev, E. B., & Levy, D. A. (2020). *Cross-cultural psychology: Critical thinking and contemporary applications*. Routledge.
4. Keith, K. D. (Ed.). (2019). *Cross-cultural psychology: Contemporary themes and perspectives*. John Wiley & Sons.
5. Erez, M. (2011). *Cross-cultural and global issues in organizational psychology*

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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

Economics for Business Decisions

Course code: 26IMS203DS02ODL

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Course Objectives

- To develop in students a systematic approach to decision making and the ability to recognize, use and interpret economic information from both within the organization and the wider environment.
- Understand how demand- side and supply-side policies can increase productivity, competition and innovation in the wider economy.
- Critically appraise the different macroeconomic policies scenarios and generate appropriate responses for the firm.
- Understand the circumstances in which governments may intervene in the market mechanism to resolve market failures and income inequalities.
- Understand how businesses are affected by international trade

Course Outcomes

On completion of this course students would be able to:

- Apply economic criteria for efficient resource allocation to a diverse range of dynamic business situations.
- Propose relevant pricing and market strategies for a variety of market structures and in the presence of market failures.
- Recommend appropriate courses of action to deal with economic uncertainty, through evaluation of changes in macroeconomic variables and policy-making.
- Assess macroeconomic policies at India and international level.

Unit-I

Importance of economics for business; Economics and managerial decision making; demand, supply and equilibrium; demand elasticity, demand estimation and forecasting; productivity and efficiency, factors of production; objectives of a firm; nature of marginal analysis; consumer's equilibrium – utility and indifference curves approaches, consumer's surplus

Unit-II

Short-run and long-run production functions; optimal inputs combination; costs classification; short-run and long-run costs curves and their interrelationship, revenue curves of a firm; relationship between AR, MR and elasticity of demand; Law of variable proportions; laws of returns to scale; economies of scale; producer surplus

Unit-III

Equilibrium of the firm; price and output decisions under alternative market structures – perfect competition, monopoly, monopolistic competition and oligopoly; product differentiation and price discrimination; general pricing strategies; Factor pricing

Unit-IV

Measures of National Income; The Circular Flow of Income; Multiplier analysis; Business Cycles; Inflation Analysis; Tariff Analysis; Operative Aspects of Macroeconomic Policies; Monetary Policy; Fiscal Policy; International Trade; Balance of Payments; Populism and the economics of globalization

Suggested Readings:

- Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics. John Wiley & Sons.
- Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
- Baye, M. R. (2010). Managerial economics and business strategy. McGraw-Hill.
- Ministry of Finance, Government of India Economic Surveys (2011 onwards) Oxford University Press.
- Png, I. (2022). Managerial economics. Routledge.
- Sengupta N.K., Government and Business, Vikas Publication, New Delhi
- Dwivedi, D. N. (2009). Principles of economics. Vikas Publishing House.
- Kapila, U. (2005). Indian Economy: Issues in Development & Planning and Sectoral Aspects. Academic Foundation.
- Ghosh, S. (2022). Indian economy. PHI Learning Pvt. Ltd.
- H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India, New Delhi.
- Dominick Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay.
- Koutsoyiannis, Modern Micro Economics, Macmillan, New Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall

comprise of seven 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 Marketing

Course Code: 26IMS203DS03ODL

External Marks: 70

Internal Marks: 30

Time: 3 Hours

Course Objectives:

The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.

Course Outcomes:

The students will grasp how the concept of marketing is changing with times and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

UNIT-I

Basics of Marketing: Meaning, Scope, Core Concepts, Tasks, Basic & Updated 4 P's of Marketing Mix; Company's Orientation towards Marketplace; Capturing Marketing environment; Creating Customer Value; Understanding Consumers' Markets; Understanding Business Markets.

UNIT-II

Segmentation, Targeting and Positioning (STP); Dealing with Competition: Competitive Strategies, Product Life Cycle (PLC) Strategies; Developing Product Strategy; New Product Development: Process & Challenges.

UNIT-3

Brand Management: Brand Equity, Brand Equity Models- CBBE, Devising Branding Strategies; Developing Services: categories, Distinctive Characteristics, Service Differentiation; Pricing Decisions: Consumer Psychology and Pricing, Setting up the price, Price Adaptation and Strategies.

UNIT-4

Managing Distribution Channels: Design & Management Decisions, Channel Integration and Systems, Retailing, Wholesaling and Logistics Management; Managing Marketing Communications: Role, Developing Effective Communication, IMC; Managing Mass Communications: Advertising, Sales Promotions, Events, Experiences, PR; Managing Personal Communications: Direct Marketing, Interactive Marketing, Word-of-mouth, Personal Selling.

Recommended readings:

5. Philip Kotler & Kevin Lane Keller, Marketing Management, Pearson Education
6. Lamb, Hair, Sharma & McDaniel, Principles of Marketing- A South Asian Perspective, Cengage Learning.
7. Stanton, Etzel & Walker, Fundamentals of Marketing McGraw Hill.
8. Kotler, Keller, Koshy and Jha, Marketing Management- A South Asian Perspective, Pearson Education

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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.

Digital Marketing

Course code: 26IMS203DS04ODL

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Outcomes After completing the course students would be able to:

CO1: Use digital marketing for multiple goals within a larger marketing and/or media strategy.

CO2: Utilize latest digital marketing platforms available.

CO3: Develop, evaluate, and execute a comprehensive digital marketing strategy and plan.

UNIT-I

Introduction to Digital Marketing: Concept and Applications, Digital Market Evolution, Digital Marketing Environment Analysis, Digital Data Analysis and Management, Digital Marketing and Branding, Non- Business Digital Marketing, Career in Digital Marketing.

UNIT-II

Understanding Digital Consumer Behavior: Consumer Characteristics and profiles, Information Search Behavior, Factors Influencing Consumption Behavior, Purchase Decision Process, Post Purchase Behavior and Management. Attracting and Retaining Audience for Non- Business Digital Marketing Efforts.

UNIT-III

Digital Marketing Strategy: Alignment of Digital and Non- Digital Marketing Strategy, Digital Marketing Mix Decisions- Product, Price, Distribution and Promotion, Digital Marketing Strategy Formulation and Execution, Digital Market Positioning.

UNIT-IV

Digital Marketing Mechanisms: Websites- Company and Retail Service Providers, Search Engines- Google, Bing, Ask, Yahoo etc., Social Networks- Facebook, Instagram, Linked In, WhatsApp, Telegram, Twitter etc., Video Hosting and Entertainment- Youtube, Vimeo, Netflix etc., Mobile Phones and Applications, E- Mails, Blogs.

Recommended Readings:

1. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education (2017)
2. Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.
3. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan - Marketing
4. Moving from Traditional to Digital-Wiley (2016)

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of five 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.

Industrial Psychology

Course Code: 26IMS203DS05ODL

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Course objectives:

1. To help learners understand and build knowledge about the basic concepts in the field of Industrial Psychology.
2. To help learners learn about the role and importance of psychological factors and processes in the world of work.
3. To facilitate in learners a foundation for higher education and a professional career in Industrial Psychology and Organizational Behavior.

Course Outcomes:

The knowledge of Industrial Psychology would equip the Students with conceptual clarity and understanding of individual's requirements at work place for getting maximum performance.

Unit I

Industrial psychology: Definition - Nature - Scope – Objectives; Basic Concepts - Foundations of industrial psychology; Individual Differences: Meaning - Nature - Dimensions - Values of individual differences in industries; Factors influencing Individual Behavior.

Unit II

Morale: Meaning - Types - Aspects - Characteristics of high and low morale - Essential requirements for high morale - Psychological requirements for high morale; Fatigue, Boredom and Monotony: Meaning - Causes – Remedies; Group norms - Group cohesiveness - Advantages of group.

Unit III

Style of leadership- Qualities of a successful leader, Behavior Adjustment- team Work-Performance; Stress: Meaning - Sources of stress - Causes of stress - Managing stress - Nature of stress- Stress management - Ethical dilemmas- Work Environment Factors.

Unit IV

Maladjusted Worker: Meaning - Causes of Maladjustment - Readjustment - Maladjustment worker; Employee health, safety and security; Accident proneness - Prevention of accidents - Quality of Work; Factors affecting quality of work life; Psychological Health at Work Place.

Suggested readings:

1. Ghosh, P.K. 1980. Industrial Psychology. New Delhi: Himalaya Publishing House.
2. Randall, Ray, John Arnold, Fiona Patterson and Ivan Robertson. 2016. Work Psychology: Understanding Human Behaviour in the Workplace. London: Pearson.
3. Sharma, Ram Nath and S.S. Chandra. 2004. Advanced Industrial Psychology, Volume 1. New Delhi: Atlantic Publishers & Distributors.
4. Aamodt, M.G. (2016). Industrial/Organizational Psychology: An applied approach (8thed.). Boston, MA: Cengage Learning.
5. Levy, P. E. (2005). Industrial/Organizational Psychology: Understanding the workplace. Houghton Mifflin. (2019 edition published by Worth)

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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.

Indian Ethos for Business
26IMS203SE01ODL

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

- To make the students understand the importance of ethical behavior.
- To expose the students to the ethical practices to be followed in business.
- To sensitize the students to become responsible persons who will uphold ethics in business when they pursue their careers.
- To make the students understand the ethical practices towards consumers and other stakeholders of business.

Course Outcomes

After completing the course students would be able to:

CO1: Demonstrate an understanding of various ethical theories and principles, including their application to business contexts.

CO2: Articulate the need for organizational ethics programs and develop codes of conduct.

CO3: Master the concepts, features, and importance of business communication.

CO4: Develop advanced skills in written communication.

CO5: Integrate ethical considerations into their communication practices.

UNIT-I

Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values, Norms, Beliefs, Morality; Ethical Decision Making process. Framework for ethical decision making.

UNIT-II

Ethical Dilemma and Values: Concept of ethical dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas. Professional values for business. Managerial values.

UNIT-III

Business Communication– Concept, Process, Importance and Limitations, Types of Communication- written, oral and non-verbal, formal and informal communication, 7 Cs of Communication, Process of Communication; Barriers to Communication.

UNIT-IV

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, resume and curriculum vitae.

Recommended Readings:

1. Murthy CSV, Business Ethics, Himalaya Publishing House
2. Hartman L, Chatterjee, A Perspectives in Business Ethics, McGraw Hill Publishing Co. Ltd
3. Ananda Das Gupta, Business Ethics –An Indian Perspective, Springer Publications
4. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
5. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
6. K. K. Sinha Business Communication Galgotia Publishing Company Ltd.
7. R.S.N. Pillai and Bagavathi, Commercial Correspondence and Office Management; S. Chand & Company Ltd.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of five 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.

Consulting Psychology in Business

Coourse code: 26IMS204DS01ODL

Learning Objectives:

- Impart understanding of the roles and features of consulting psychologists in business.
- Provide knowledge of the basics of consulting psychologists at individual and group level.
- Provide understanding of the Multicultural, International issues and ethical issues.
- To impart the Practical knowledge about leadership and its futuristic approach.

Learning Outcomes:

- Students would be acquainted with the roles and features of consulting psychologists in business
- Students would become familiar with basics of consulting psychologists at individual and group level.
- Students would understand the Multicultural, International issues and ethical issues.
- Students would have knowledge about the leadership and its futuristic approach.

Unit-1

Consulting Psychology: Nature and Processes; Roles, levels and responsibilities of consulting psychologists

Consulting at Individual Level: Issues and assessment at individual level

Unit-2

Consulting at Group and team level: Processes of groups and teams and assessment techniques Consulting at Organizational level: Approaches and Models

Unit-3

Multicultural and International issues: Multicultural competencies Ethical and Professional standards: ethical issues in assessment and selection; Standards for education and psychological testing

Unit-4

Leadership and Management: Leadership qualities, Leadership styles, Power and leadership Future of Consulting Psychology: Futuristic road map of psychological competencies and mastery

Recommended Books:

1. Levinson, H.(2009).Consulting psychology.
2. Lowman, L.R.(2016). An Introduction of Consulting Psychology(working with individuals, groups and organizations).New York: Maple Press.
3. Tobias, L. L.(2014).Psychological consulting to management: Aclinician's perspective. Routledge.
4. Thomas, J.C.(2010).Specialty competencies in organizational and business consulting psychology. Oxford University Press.
5. Kilburg, R. R., CLowman, R. L. (2002). Individual interventions in consulting psychology. The California School of Organizational studies: Handbook of organizational consulting psychology: A comprehensive guide to theory,skills,andtechniques,109-138.
6. Stroh, L. K., C Johnson, H. H. (2006). The basic principles of effective consulting. Psychology Press.

Global Business Environment

Course Code: 26IMS204DS02ODL

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Objectives

1. To explore and offer knowledge on global business environment
2. To explore knowledge on international institutions involved in promotion of global business and To make future global managers

Learning outcome:

The learner is in a position to Analyse the key factors which drive globalization, strategic complexities associated with operating in a global environment, Evaluating global market influences an organization's structure, culture and functions and development of a global strategy to support decision making for a given organization

Unit – I

International Business: Nature, importance and scope – Mode of entry into international business - Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment.

Unit – II

International Economic Environment: World economic and trading situation; International economic institutions and agreements – WTO, UNCAD, IMF, World Bank; Generalized system of preferences, GSTP; International commodity agreements. Unit – III Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types – M&A of MNC's

Unit – III

Nature of International Business Environment: Forces – Political environment – Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies .

Unit – IV

Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers.- Foreign Direct Investment (FDI)

1. Adhikary, Manab, GLOBAL BUSINESS MANAGEMENT, Macmillan, New Delhi.
2. Aswathappa, INTERNATIONAL BUSINESS, Tata Mc Graw Hill publications, New Delhi.
3. Bhattacharya.B, GOING INTERNATIONAL RESPONSE STRATEGIES FOR INDIAN SECTOR, Wheeler Publishing Co, New Delhi.
4. Black and Sundaram, INTERNATIONAL BUSINESS ENVIRONMENT, Prentice Hall of India, New Delhi.
5. Gosh, Biswanath, ECONOMIC ENVIRONMENT OF BUSINESS, South Asia Book, New Delhi.
6. Harrison, A. (2013) Business Environment in a Global Context. (2nd ed.) Oxford: Oxford University Press
7. Worthington, I. & Britton, C. (2009) The Business Environment. (6th ed.) Harlow: Financial Times/Prentice-Hall.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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 Human Development & Sustainability

Course code: 26IMS204DS03ODL

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Course Objectives:

- To provide a conceptual framework for Human Development.
- To develop knowledge of the Psychology of Sustainability.
- To building a holistic view of the association between human development and sustainability
- To familiarizes students with complex relationships between social, economic, and environmental processes for sustainable development.

Course Outcomes:

Upon successful completion of the course, the students would be able to:

- Deep understanding of the significance of human development in achieving a satisfactory quality of life.
- Comprehend the idea of sustainability and acquaint oneself with the aims, targets, and methodologies of sustainable development. Also, gain familiarity with ongoing discussions and viewpoints about the analysis of limitations and possibilities for achieving sustainable development.
- Develop a practitioner's perspective towards environmental management.

Unit-I

Human Development: Concept, Nature and Scope; Determinants of Human Development; Approaches to Human Development; Theories and Models of Human Development; Maturation Aspects of Development; Physical, Social and Cognitive Development; Factors Influencing Human Beings; Prenatal Development and Infancy; Physical Development; Childhood; Intellectual Development; Emotional Development; Self Development; Puberty and Adolescents; Stages of Adulthood

Unit-II

Measurement of Human Development; Human Development Index; Social Development Index; Gross National Happiness Index; Human Poverty Index; Gender Development Index; Gender Empowerment Measure; Pillars of Human Development; Relationship between Human development and Sustainability

Unit-III

Concept of Sustainable Development; Sustainable Development Goals; Importance and Challenges to Sustainability; Dimensions of Sustainability: Psychological, Social, Ecological, Environmental and Philosophical; Indian Perspective of Sustainability; Principles of Sustainable Development

Unit-IV

Psychology & Sustainability: Knowledge of Environment, Ecological Psychology & Conservation Psychology; Role of Psychology in Promoting Sustainability; Role of Norms, Beliefs, and Values in Environmental Behavior; Positive Psychology and Sustainable Human Development

Suggested Readings:

- Wong, D.W., Hall, K.R., and Harnandez, L.W. (2020). Counseling Individuals through the Lifespan. Sage Publications.
- Salkind, N.J. (2004). An Introduction to Theories of Human Development. Sage Publications.
- Sharma, M. (2020). Nature and principle of human development. eGyankosh. <https://egyankosh.ac.in/handle/123456789/58622>
- Scott, A..B., Amel, E.L., and Koger, S.M., and Manning, C.M. (2017). Psychology for Sustainability. 5th Edition, Routledge.
- Jones, R.G. (2014). Psychology of Sustainability: An Applied Perspective. Routledge. <https://doi.org/10.4324/9780203758090>
- Bell, P.A., Greene, T. C., Fisher, J.D., & Baum A. (2001). Environmental Psychology. Vth edition, Taylor and Francis Group.
- Robertson, M. (2017). Sustainability Principles and Practice. Routledge, London & NY.
- Dresner, S. (2002). The principles of sustainability. Earthscan, London.

- Elliott, J.A. (2006). An introduction to sustainable development. Routledge, UK.
- Mulligan, M. (2010). An introduction to sustainability, environmental, social, and personal perspectives. Routledge.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of seven 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.

Individual and Organizational Intelligence

Course code: 26IMS204DS04ODL

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Course Objectives

- To encourage students to recognize individual Intelligence
- To impart knowledge of the theories of intelligence and personality.
- To educate students in the utilization of psychological assessments for the purpose of evaluating both individual and organizational intelligence.
- To impart training about the performance consulting.

Course Outcomes

On completion of this course students will be able to:

- Developing an understanding of the concept of individual and organizational differences.
- Understand the various approaches to intelligence and appreciating the diverse frameworks.
- Measure the individual personality and organizational intelligence and formulate strategies for the organizational success.

Unit I

Meaning of Intelligence; Theories of Intelligence: Spearman Theory of Intelligence, Thurstone Theory of Intelligence, Sternberg Theory of Intelligence, Gardner Theory of Intelligence; Difference between Individual Intelligence and Collective Intelligence; Heredity, Environment and Intelligence; Extremes of Intelligence; Emotional Intelligence

Unit II

Types of Intelligence: Spatial, Bodily-Kinesthetic, Musical, Linguistic, Logical-Mathematical, Interpersonal, Intrapersonal and Naturalistic; Measures of Intelligence; Intelligence Quotient (IQ); Individual and Group Intelligence Tests; Verbal, Non-Verbal Tests, and Performance Tests; Issues in the Measurement of Intelligence

Unit III

Meaning of Organizational Intelligence; Components of Organizational Intelligence: Cognitive Perspective, Behavioral Perspective and Social Perspective; Scope of Organizational Intelligence in Organizational Learning and Decision-Making; Information Framework of Organizational Intelligence

Unit IV

Assessment of Organizational Intelligence; Different Approaches to improve Organizational Intelligence; Organizational Intelligence and Organizational Success; Organizational Intelligence vs. Operational Intelligence; Maximizing Organizational Intelligence: Building Capacity to Create and Strategically Use Knowledge

Suggested Readings:

- Singh, A. (2020). Individual differences and intelligence. <https://www.egyankosh.ac.in/bitstream/123456789/61463/1/Unit-5.pdf>
- Wilhelm, O., & Engle, R. W. (Eds.). (2004). Handbook of understanding and measuring intelligence. Sage Publications.
- Liebowitz, J. (2019). Building organizational intelligence: A knowledge management primer. CRC press.
- Passer, M.W. & Smith, R.E. (2013). Psychology: The Science of Mind and Behavior. New Delhi: Tata McGraw- Hill.
- Stein, S. J., & Book, H. E. (2011). The EQ edge: Emotional intelligence and your success. John Wiley & Sons.
- Eysenck, H. (2018). Intelligence: A new look. Routledge.
- Macaskill, A., Maltby, J. & Day, L. (2022). Personality, Individual Differences and Intelligence, Pearson.
- McBreen, B., Silson, J., & Bedford, D. (2022). Organizational Intelligence and Knowledge Analytics. Emerald Publishing Limited.
- Haslam, N. & Smillie, L. (2022). An Introduction to Personality, Individual Differences and Intelligence, Sage Publication Ltd.
- Akgün, A. E., Byrne, J., & Keskin, H. (2007). Organizational Intelligence: A Structuration View. Journal of Organizational Change Management, 20(3), 272-289. <https://doi.org/10.1108/09534810710740137>
- Liebowitz, J. (2020). Building Organizational Intelligence A Knowledge Management Primer, Taylor and Francis Group. <https://doi.org/10.1201/9780367810689>
- Huber, G.P. (2018). Organizational Intelligence. In: Augier, M., Teece, D.J. (eds) The Palgrave Encyclopedia of Strategic Management. Palgrave Macmillan, London. https://doi.org/10.1057/978-1-137-00772-8_502

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall

comprise of seven 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.

Communication Skills for Leaders

Course code: 26IMS204DS05ODL

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Course Objectives

- To encourage students to have effective communication skills
- To impart knowledge to the students to have good listening skills as effective leaders.
- To impart knowledge to the students to have good speaking skills as effective leaders.
- To impart knowledge to the students to have good writing skills as effective leaders

Course Outcomes

On completion of this course students would be able to:

- Developing an understanding of the effective communication skills to become an effective leader.
- Making the students as effective leaders by good listeners in their work setup.
- Making the students as efficient leaders by having good listening, speaking and writing skills.

Unit-1: Effective Communication

Essentials of Effective Communication, Communication Techniques, Barriers to Communication, Communication Network in an Organization-I Personal Communication, Internal Operational Communication, External Operational Communication, Communication Network in an Organization-II Horizontal(Lateral) Communication, Vertical(Downward) Communication, Vertical(Upward) Communication

Unit-2: Listening Skills

Purpose of Listening, Listening to Conversation (Formal and Informal), Active Listening- an Effective Listening Skill, Benefits of Effective Listening, Barriers to Listening, Listening to Announcements- (railway/ bus stations/ airport /sports announcement, commentaries etc.), Academic Listening (Listening to Lectures), Listening to Talks and Presentations, Note Taking Tips

Unit-3: Oral Communication Skills (Speaking Skills)

Importance of Spoken English, Status of Spoken English in India, International Phonetic Alphabet(IPA) Symbols, Spelling and Pronunciation, Oral Communication Skills-II(Communication in Context-I) Asking for and giving information, Offering and responding to offers, Requesting and responding to requests, Congratulating people on their success, Expressing condolences, Asking questions and responding politely, Apologizing and forgiving

Unit-4: Effective Writing Skills

Elements of Effective Writing (What is Writing, The Sentence, Phrases and Clauses, Types of Sentences, Main Forms of Written Communication, Paragraph Writing (Linkage and Cohesion), Letter Writing(formal and informal), Essay writing, Notices.

Recommended Readings:

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
3. Sinha, K.K. , Business Communication, Taxman Publication, New Delhi
4. Koneru, Arun, Professional communication, McGraw Hill, New Delhi
5. Mehra, Payal, Business Communication for Managers, Pearson Education.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven 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.