

**SCHEME OF EXAMINATION**

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**SYLLABI**

**OF**

**2-YEAR**

**MBA (BUSINESS PSYCHOLOGY)**

**(Based on Curriculum and Credit Framework and formative assessment guidelines for UG Programs under NEP 2020)**



**MAHARSHI DAYANAND UNIVERSITY**

**ROHTAK (HARYANA)**

**To be applicable on the students w.e.f. session 2024-25 (3<sup>rd</sup> Semester onwards) and on the students w.e.f. session 2025-26 (1<sup>st</sup> semester onwards)**

**SCHEME OF EXAMINATION OF  
2-YEAR MBA (BUSINESS PSYCHOLOGY) PROGRAMME  
(Based on National Education Policy (NEP) - 2020)  
First Year of 2-Year MBA (BP) Program (NHEQF-Level 6): First Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Discipline-Specific Courses – Major (DSC 1)</b>						
24IMSI301DS01	Fundamentals of Psychology	70	30	-	100	3-1-0
24IMSI301DS02	Business Management Concepts	70	30	-	100	3-1-0
24IMSI301DS03	Psychology of Entrepreneurship	70	30	-	100	3-1-0
24IMSI301DS04	Research Methods for Business Psychology	70	30	-	100	3-1-0
24IMSI301DS05	Emotional Intelligence	70	30	-	100	3-1-0
<b>Skill-Enhancement Course (SEC 1)</b>						
24IMSI301SE01	Business Communication	-	100	-	100	2-0-2
<b>Vocational Course (VOC 1)</b>						
24IMSI301MV01	IT for Managers-1	50	-	50	100	2-0-2
<b>Internship 1</b>						
24IMSI301IN01	Internship Report	-	--	100	100	4
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
1. The duration of all the end-term theory examinations shall be 3 hours.						
2. The Criteria for awarding the formative assessment of 30 marks throughout the Programme shall be as under:						
a) Sessional Examination : 20 marks.						
b) Assignments/ Presentations/ Seminars and Class Participation : 5 marks						
c) Attendance : 5 marks						
<i>(Less than 65%- 0 marks; Upto 70%- 2 marks; Upto 75%- 3 marks; Upto 80%- 4 marks; Above 80%- 5 marks)</i>						
3. The Criteria for awarding the formative assessment of 15 marks for a practicum examination of (15+35=50) fifty marks throughout the Programme shall be as under:						
a) Practicum Assignments/ Practicum File : 10 marks						
b) Attendance (Criteria as mentioned above in 2(c)) : 5 marks						
4. The panel of examiners for end-semester theory examinations shall be prepared and approved by the PG BOS of IMSAR of the internal/ external examiners based on their expertise/ specialization/ area of interest.						
5. The panel of examiners based on the examiners' expertise/specialization/ area of interest for practicum/ viva-voce examination shall be recommended by the PG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.						
6. The students are required to choose either SEC 1 or VOC 1 or Internship 1.						
7. In the 1 <sup>st</sup> and 2 <sup>nd</sup> Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 2 <sup>nd</sup> semester shall be the continuation of the subject opted in the 1 <sup>st</sup> semester.						
8. The formative assessment criteria for <b>Skill-Enhancement Courses</b> will be as follows:						
Written Test (2X10) = 20 Marks						
Lab Work (Practical File)/ Field Work (Report)/ Portfolio = 30 Marks						
Case Study/ Mini Project (1X15) = 15 Marks						
Assignment/ Seminar/ Presentation (3X10) = 30 Marks						
Attendance (Criteria as mentioned above in 2(c)) = 05 Marks						
9. The criteria for <b>Internship Evaluation</b> will be as follows:						
After completion of internship, students need to prepare a comprehensive report highlighting their learning and takeaways during the internship period as per MDUR Internship Regulations 2025. The report shall be signed by the Internship Supervisor from respective UTD/ Centre/ College and Mentor from internship providing organisations. Evaluation of internship report and viva-voce will be jointly conducted by Internship Supervisor and Mentor on the time and date notified by the concerned HoDs/ Directors/ Principals. The mentor from host organization may participate in the evaluation through online/ offline mode. In case of non-availability of respective mentor, the available relevant mentor as decided by the concerned HoD/ Director/ Principal may be utilized for the purpose of evaluation.						
Suggested distribution of marks will be as below:						
<i>Assessment by Mentor - 30 Marks (Skills learned- 15 Marks; Regularity- 10 Marks; Conduct- 5 Marks)</i>						
<i>Internship Report - 40 Marks</i>						
<i>Viva-Voce - 30 Marks</i>						

## First Year of 2-Year MBA (BUSINESS PSYCHOLOGY)

### Program (NHEQF-Level 6): Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Discipline-Specific Courses – Major (DSC 2)</b>						
24IMSI302DS01	International Business & Cross Cultural Psychology	70	30	-	100	3-1-0
24IMSI302DS02	Economics for Business Decisions	70	30	-	100	3-1-0
24IMSI302DS03	Accounting & Finance	70	30	-	100	3-1-0
24IMSI302DS04	Psychology of Marketing	70	30	-	100	3-1-0
24IMSI302DS05	Group Dynamics	70	30	-	100	3-1-0
<b>Skill-Enhancement Course (SEC 2)</b>						
24IMSI302SE02	Digital Marketing	-	100	-	100	2-0-2
<b>Vocational Course (VOC 2)</b>						
24IMSI302MV02	IT for Managers-2	50	-	50	100	2-0-2
<b>Internship 2</b>						
24IMSI302IN02	Internship Report	-	--	100	100	4
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
<ol style="list-style-type: none"> <li>Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Psychology.</li> <li>The students are required to choose either SEC 2 or VOC 2 or Internship 2. In the 1<sup>st</sup> and 2<sup>nd</sup> Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 2<sup>nd</sup> semester shall be the continuation of the subject opted in the 1<sup>st</sup> semester.</li> <li>Immediately after completing the second semester, the students shall proceed to their Summer Internship (SI). The duration of internship is of 120 hours during summer vacation. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third Semester as an <b>OPTIONAL</b> course.</li> </ol>						
<b>Total Credits for PG Diploma in Business Psychology (24+24)=48</b>						<b>48</b>

**2<sup>nd</sup> Year of 2-Year MBA (BUSINESS PSYCHOLOGY)  
Program (NHEQF-Level 6.5): Third Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Discipline-Specific Courses – Major (DSC 2)</b>						
25IMSI303DS01	Consumer Psychology	70	30	-	100	3-1-0
25IMSI303DS02	Industrial Psychology	70	30	-	100	3-1-0
25IMSI303DS03	Employee Mental Health and Well- being	70	30	-	100	3-1-0
25IMSI303DS04	Positive Psychology	70	30	-	100	3-1-0
25IMSI303DS05	Advance Research Methods for Business Psychology	70	30	-	100	3-1-0
<b>Skill-Enhancement Course (SEC 3)</b>						
25IMSI303SE03	E-Commerce	-	100	-	100	2-0-2
<b>Project Work 1</b>						
25IMSI303MV01	Project Report	-	-	100	100	4
<b>Internship 3</b>						
25IMSI303IN03	Internship Report	-	--	100	100	4
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
<ol style="list-style-type: none"> <li>1. The students are required to choose either SEC3 or Internship 3 or Project Work 1.</li> <li>2. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.</li> <li>3. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.</li> </ol>						
<b>Total Credits</b>						<b>72</b>

**2<sup>nd</sup> Year of 2-Year MBA (BUSINESS PSYCHOLOGY)  
Program (NHEQF-Level 6.5): Fourth Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Discipline-Specific Courses – Major (DSC 2)</b>						
25IMSI304DS01	Consulting in Business Psychology	70	30	-	100	3-1-0
24IMSI304DS02	Global Business Environment	70	30	-	100	3-1-0
24IMSI304DS03	Psychology of Human Development & Sustainability	70	30	-	100	3-1-0
24IMSI304DS04	Individual & Organizational Intelligence	70	30	-	100	3-1-0
25IMSI304DS05	Communication Skills for Leaders	70	30	-	100	3-1-0
<b>Skill-Enhancement Course (SEC 4)</b>						
25IMSI304SE04	Indian Ethos for Business	-	100	-	100	2-0-2
<b>Project Work 2</b>						
25IMSI202MV02	Project Report	-	-	100	100	4
<b>Internship 4</b>						
25IMSI202IN04	Internship Report	-	--	100	100	4
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
<ol style="list-style-type: none"> <li>1. The students are required to choose either SEC4 or Internship 4 or Project Work 2.</li> <li>2. In case of Project Work 2, the topic of the Research Project to be submitted for evaluation in the fourth Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.</li> <li>3. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.</li> </ol>						
<b>Total Credits (24+24+24+24) for 2-Year MBA (BP)</b>						<b>96</b>

**Option 2: (Coursework and Research)**  
**Second year of 2-Year MBA (BUSINESS PSYCHOLOGY)**  
**Program (NHEQF Level 6.5): Third Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Discipline-Specific Courses – Major (DSC 2)</b>						
25IMSI303DS01	Consumer Psychology	70	30	-	100	3-1-0
25IMSI303DS02	Industrial Psychology	70	30	-	100	3-1-0
25IMSI303DS03	Employee Mental Health and Well- being	70	30	-	100	3-1-0
25IMSI303DS04	Positive Psychology	70	30	-	100	3-1-0
25IMSI303DS05	Advance Research Methods for Business Psychology	70	30	-	100	3-1-0
<b>Skill-Enhancement Course (SEC 3)</b>						
25IMSI303SE03	E-commerce	-	100	-	100	2-0-2
<b>Project Work 1</b>						
25IMSI303MV01	Project Report	-	-	100	100	4
<b>Internship 3</b>						
25IMSI303IN03	Internship Report	-	--	100	100	4
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
<ol style="list-style-type: none"> <li>The students are required to choose either SEC3 or Internship 3 or Project Work 1.</li> <li>In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.</li> <li>In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.</li> </ol>						
<b>Total Credits</b>						<b>72</b>

**2<sup>nd</sup> Year of 2-Year MBA (BUSINESS PSYCHOLOGY)**  
**Program (NHEQF-Level 6.5): Fourth Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Skill-Enhancement Course (SEC 4)</b>						
25IMSI304SE04	Indian Ethos for Business	-	100	-	100	2-0-2
<b>Research thesis/Project</b>						
25IMSI304MV02	Project Report	--	--	500	500	20
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
<ol style="list-style-type: none"> <li>In case of Research thesis/ Project, the topic of the Research Project to be submitted for evaluation in the fourth Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.</li> <li>In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.</li> </ol>						
<b>Total Credits (24+24+24+24) for 2-Year MBA (BP)</b>						<b>96</b>

**Option 3: (Only research work-only the students who have completed 3 years Bachelor's Programme)**

**Second year of 2-Year MBA (BUSINESS PSYCHOLOGY)**

**Program (NHEQF Level 6.5): Third Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Skill-Enhancement Course (SEC 3)</b>						
25IMSI303SE03	E-commerce	-	100	-	100	2-0-2
<b>Internship 3</b>						
25IMSI303IN03	Summer Internship Report	-	--	100	100	4
<b>Research Thesis/Project</b>						
25IMSI303PD01	Research Thesis/Project	--	--	500	500	20
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
<ol style="list-style-type: none"> <li>The students are required to choose either SEC3 or Internship 3.</li> <li>Students who opted option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners.</li> <li>In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.</li> </ol>						

**Second year of 2-Year MBP Program (NHEQF Level 6.5): Fourth Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
<b>Skill-Enhancement Course (SEC 4)</b>						
25IMSI304SE04	Indian Ethos for Business	-	100	-	100	2-0-2
<b>Internship 4</b>						
25IMSI304IN04	Summer Internship Report	-	--	100	100	4
<b>Research Thesis/Project</b>						
25IMSI304PD02	Research Thesis/Project	--	--	500	500	20
<b>Total Credits</b>						<b>24</b>
<b>Note:</b>						
<ol style="list-style-type: none"> <li>The students are required to choose either SEC 4 or Internship 4.</li> <li>Students who opted option 3 should submit a project report/ synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners.</li> <li>The student should continue the research work in fourth semester based on the project work/synopsis submitted at the end of third semester. The final thesis/project report will be evaluated by the internal and external examiners.</li> <li>In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.</li> </ol>						
<b>Total Credits (24+24+24+24) for 2-Year MBA (BP)</b>						<b>96</b>

**First Year of 2-Year MBA (BP) Program: First Semester**

**FUNDAMENTALS OF PSYCHOLOGY**

Course Code: 24IMSI301DS01

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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 -II**

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 -III**

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

**Unit-IV**

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.

# **BUSINESS MANAGEMENT CONCEPTS**

Course Code: 24IMSI301DS02

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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-II**

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–III**

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–IV**

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: 24IMSI301DS03

L-T-P  
3-1-0

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

## Course Objectives

- Provide a better understanding of the psychology of entrepreneurs
- Enhancing the entrepreneurship spirit in students
- Creating awareness about the various government schemes and grants that are put in place for budding entrepreneurs

## Course Outcomes

**After completing the course students would be able to:**

**CO1:** Gain knowledge about the various aspects of human psychology related to entrepreneurship.

**CO2:** Able to understand and relate the entrepreneurial mindset and creativity with successful entrepreneurship.

**CO3:** Learn the aspects related to entrepreneurial decision making and problem solving.

## UNIT I

Introduction to Psychology of Entrepreneurship: Understanding Entrepreneurial Behaviour, Role of psychology in entrepreneurship; Psychological theories and traits of entrepreneurship- Readiness: Right Time, Right Age and Right Conditions; The Entrepreneurial Mindset; The Entrepreneurial Motivation and Goal Setting; Misconceptions and Myths about Entrepreneurship.

## UNIT II

Creativity and Innovation in Entrepreneurship: Creativity and Idea Generation, Techniques for idea generation; The creative process, Techniques for enhancing creativity; Entrepreneurial Problem Solving, Problem-solving frameworks; Design thinking; Opportunity Recognition and Decision-Making; Decision analysis tools in entrepreneurial decision-making;

## UNIT III

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; External Influence on Entrepreneurship; The psychology of success, Different Life stages of entrepreneurs.

## UNIT IV

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, Self-Control and Decision Making; Estimating the Borrowing capacity, Nature and early sources of financing needs of entrepreneurs.

## Recommended Readings:

1. Eugene McKenna Business Psychology and Organizational Behaviour; Routledge, London
2. GerritAntonides; 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
4. H.S. Cheema, M.R. Das & V.B. Angadi; Entrepreneurship Growth and Economic Integration- A Linkage; Himalaya Publishing House, New Delhi
5. J. Robert Baum, Michael Frese, Robert A. Baron; The Psychology of Entrepreneurship; Taylor & Francis Group

**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.

# RESEARCH METHODS FOR BUSINESS PSYCHOLOGY

Course Code: 24IMSI301DS04

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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

## 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- I

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-II

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

### Unit- III

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-IV

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.

# EMOTIONAL INTELLIGENCE

Course Code: 24IMSI301DS05

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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-I

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

### UNIT-II

Social Intelligence: Nature and theory by Goleman, Importance of developing Empathetic Accuracy, Role of environmental factors in Social Intelligence; Emotional Self Awareness; Self-confidence.

### UNIT-III

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-IV

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

## Recommended readings:

1. Singh, D. (2001). Emotional Intelligence at Work. New Delhi Sage Publications.
2. Robbins, S.P., (2003) Organizational Behavior. New Delhi: Prentice Hall of India (P) Ltd.
3. Goleman. (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.

# BUSINESS COMMUNICATION

Course Code: 24IMSI301SE01

*Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:*

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

## Course Objectives

- To understand the role and functions of modern business
- To develop the right understanding of the business environment
- To study how a business institution functions in a given economic setup

## Course Outcomes:

CO1: Describe the basics of communication and its process, elements and importance.

CO2: Understand the various barriers in the communication.

CO3: Outline the listening skills and the characteristics of good and poor listeners

## UNIT-I

Business communication: Definition, Nature, Process and classification of communication; Importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

## UNIT-II

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-III

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-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, 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.

# IT FOR MANAGERS-1

Course Code: 24IMSI301MV01

L-T-P  
2-0-2

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

## Course Objectives

- To empower students with the practical application of MS Office software.
- To discuss the basic concepts of Email, Internet and websites, domains and security therein.
- To illustrate the security aspects in IT for business operations and transactions.
- To explain the basic concepts of Information Technology and its role in management facilitation.

## Course Outcomes

CO1: Understand computer hardware, software and computer applications, computer network, internet and office automation tools in business.

CO2: Learn applications of MS Office and Internet in businesses.

CO3: Demonstrate the ease to work with MS Word and explain the fundamentals of MS Excel and manipulate various functions and commands;

CO4: Creating the databases and handling operations on the data using MS Access.

## UNIT-I

Introduction to Computers: Characteristics, capabilities, limitations and applications of computers; types of computers; computer hardware, software; block diagram of computer and overview of working; types of computer language; generation of computer languages; functions and types of operating system

## UNIT-II

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog and Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, E-mail.

## UNIT-III

Documentation using MS-Word – Creating and Editing Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word-Mail Merge, Printing Electronic Spread Sheet using MS-Excel - Introduction to MS-Excel, Creating and Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts

## UNIT-IV

Presentation using MS-PowerPoint: Presentations, Creating Manipulating and Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds Introduction to database: Concept, Characteristics, Objectives, Advantages and limitations, entity, attribute, schema, subschema; Database management using MS-Access.

## Recommended Readings:

1. Microsoft Office Complete Reference. BPB Publication.
2. Rajaraman V. (Feb. 2010). Fundamentals of Computers. PHI.
3. Taxali, Ravi Kant. (2014). Computer Course windows 7 and Office 2010. India: McGraw Hill Education.
4. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
5. B. Ram, Computer Fundamentals, New Age Publications, New Delhi

## 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.

**First Year of 2-Year MBA (BP) Program: Second Semester**

**INTERNATIONAL BUSINESS & CROSS CULTURAL PSYCHOLOGY**

Course code: 24IMSI302DS01

L-T-P  
3-1-0

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: 24IMSI302DS02

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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.

# ACCOUNTING & FINANCE

Course Code: 24IMSI302DS03

L-T-P  
3-1-0

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

## Course Objectives:

- To familiarize the students with the concept of financial accounting.
- To familiarize the students with the concept of financial management.

## Course Outcomes:

The students will have the knowledge of fundamentals principles of Financial Accounting and financial management. It will enable the students to prepare, analyse and Interpret Financial Statements and to take decisions using Management Accounting Tools.

### UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts – Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

### UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

### UNIT-III

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

### UNIT-IV

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

## Recommended readings:

1. Paresh Shah, Basic Accounting for Managers, Oxford, Delhi, 2007
2. Ambrish Gupta, Financial Accounting for Management, Pearson, Delhi, 2004
3. Khan MY, Jain PK, Basic Financial Management, Tata McGraw Hill, Delhi, 2005.
4. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi.
5. Bhabatosh Banerjee, Fundamentals of Financial Management, PHI, Delhi, 2010

**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: 24IMSI302DS04

L-T-P  
3-1-0

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.

# **GROUP DYNAMICS**

## **Course Code: 24IMSI302DS05**

L-T-P  
3-1-0

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

### **Course Objectives:**

To understand the roles, norms, status, size, and cohesiveness of groups. Analyze deviant workplace behaviors and their impact. Interpret the implications of the Schachter study and apply sociometric tools to assess group interactions.

### **Course Outcomes:**

The students will have the knowledge of groups in organization settings. It will enable the students to learn theories of group formation, stages of group development, and managerial implications. It will help in understanding the various group properties, ethical considerations and Positive Organizational Scholarship principles in organizational contexts.

### **UNIT-I**

Meaning of Group Dynamics, Classification of Groups, why people join groups; The dynamics of group formation; Theories of group formation: Classic theory of George Homans, Theodore Newcomb's Balance theory, Exchange theory; Five stage group development model, Punctuated Equilibrium model of development of temporary groups with deadlines; Managerial Implications.

### **UNIT-II**

Group Properties: Roles, Norms, Status, Size, Cohesiveness; Deviant workplace behaviour, Typology of Deviant workplace behaviour, groups and deviant behaviour; The Schachter Study - Implication of the Schachter study, Sociogram, Sociometry; The dynamics of Informal & formal Groups; Groups' contribution to employee satisfaction and performance.

### **UNIT-III**

Group decision making, strength and weakness of group decision making; Group Think: conformity problem, symptoms of groupthink; Group Shift; Dysfunctions perspective, social loafing; Group decision making techniques: Interacting groups, Brainstorming, Nominal Group Technique, Electronic meeting, Dialectic Decision Method (DDM), Delphi Technique.

### **UNIT-IV**

Organizational Justice and Ethics: Meaning and forms of organizational justice. Ethical behavior in organizations, global ethics, factors promoting ethical and unethical behavior; Corporate Social Responsibility-meaning and its types, forms of socially responsible behavior and the virtuous circle; Positive Organizational Scholarship: Definition, the principle of POS, the scope of POS.

### **Recommended readings:**

1. Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.
2. Parek, U. & Khanna, S., Understanding Organizational Behavior, Oxford University Press.
3. Cameron, K.S. & Spreitzer, G.M., The Oxford Handbook of Positive Organizational Scholarship, Oxford Handbooks. (2012)
4. Greenberg, J. & Baron, R., Behavior in Organizations, Pearson-Prentice Hall. (2009)
5. Baron R. A. and Byrne D., Social Psychology, Pearson Education, Inc. (2004)
6. Cameron, K.S., Dutton, J.E. & Quinn, R.E., Positive Organizational Scholarship, Berrett-Koehler Publishers, Inc, San Francisco. (2003)
7. Forsyth, D. R. (2014). Group Dynamics (6th ed). Cengage Learning.

**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: 24IMSI302SE02

*Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:*

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

## 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, Hermawan Kartajaya, Iwan Setiawan - Marketing
4. Moving from Traditional to Digital-Wiley (2016)

# IT FOR MANAGERS-2

Course Code: 24IMSI302MV02

L-T-P  
2-0-2

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

## Course Objectives

- To empower students with the practical application of MS Office software.
- To discuss the basic concepts of Email, Internet and websites, domains and security therein.
- To illustrate the security aspects in IT for business operations and transactions.

## Course Outcomes

- CO1: Describe the digital technologies and channels being leveraged by businesses.
- CO2: Explain the role of data governance and cloud services in determining the success or failure of a business system.
- CO3: Explain the competitive advantage of data management and business intelligence.
- CO4: Identify opportunities to apply IT infrastructure to improve business efficiency.
- CO5: Explain why IT infrastructure management is a business priority.

### UNIT -I

Introduction to IT infrastructure: Data networks and Application Programme Interface (API) – fundamentals, corporate network functions, business uses, wireless and mobile infrastructure, messaging and collaboration technology, data breaches and cyber security challenges, IT risk management, mobile app and cloud security challenges, financial crimes and fraud defenses, sustainability and the triple bottom line approach Internet technologies and search strategies: Search technology, organic search and search engine optimization, paid search strategies and metrics, semantic web and search

### UNIT -II

Information technology in business: Digital technology transforming business processes, competitive advantage and SWOT analysis Building business capabilities with data governance and cloud services: data governance strategy, enterprise IT architecture, information and decision support systems, data centers and cloud computing, cloud services delivery model

### UNIT -III

Data management, Big Data, and Business Intelligence: Data management technologies and techniques, Transaction processing and analytics processing systems, dirty data costs and consequences, data ownership and organizational politics, data life cycle, Big Data analytics, data and text mining, data visualization, enterprise data mashups, digital dashboards, and business intelligence

### UNIT -IV

Networked economy: Impact of computer networks on business, elements of networked economy, using IS functions to deal with business risks, privacy, health and ethical issues in networked economy, future of the networked economy. HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page.

**Lab: Web Designing in HTML, Internet Surfing.**

## Recommended Readings:

1. Turban, Vonino and wood, Information Technology for Management, Wiley Publications, New Delhi.
2. McKeown, Information Technology and the Networked Economy, Thomson Learning
3. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
4. Hagg, Baltzan& Philips, Business Driven Technology, TMH, N. Delhi.
5. Molly, Using HTML 4, PHI, Delhi.

**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.

Second Year of 2-Year MBA (BP) Program: Third Semester

## CONSUMER PSYCHOLOGY

Course Code: 25IMSI303DS01

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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-II**

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

**Unit-III**

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 -IV**

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.

# INDUSTRIAL PSYCHOLOGY

Course Code: 25IMSI303DS02

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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.

**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.

# EMPLOYEES MENTAL HEALTH AND WELL-BEING

Course Code: 25IMSI303DS03

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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 -I

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

### Unit-II

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

### Unit-III

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

### Unit -IV

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* (4<sup>th</sup> 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: 25IMSI303DS04

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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 -I

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

### Unit-II

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 -III

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

### Unit -IV

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.

# ADVANCE RESEARCH METHODS FOR BUSINESS PSYCHOLOGY

Course code: 25IMSI303DS05

L-T-P  
3-1-0

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

## Course Objectives

- Elucidate basic statistical concepts and tests used in business psychology research.
- To aware the students about the importance of bi-variate and multivariate analysis for advance research.
- Understand and master the handling of data for multivariate techniques.
- Use output derived from statistical procedures and converts such output to understandable statement.
- To educate the students about conducting research to ensure a high ethical standard.

## Course Outcomes

On completion of this course students would be able to:

CO1. Identify and discuss the role and importance of quantitative and qualitative techniques in diverse decisions areas of business psychology.

CO2. Understand and apply bivariate and multivariate techniques for solving complex problem.

CO3. Analyze and interpret the results for their project/thesis/publications of a research article.

### Unit - I

Descriptive and Inferential Statistics; Univariate, Bi-Variate & Multivariate analysis; Research Ethics, Privacy and Trust

### Unit - II

Analysis of Variance (ANOVA); Multivariate analysis of variance (MANOVA); Covariance and Correlation Analysis

### Unit - III

Simple Linear Regression Analysis; Multiple Linear Regression Analysis; Regression with Dummy Variables

### Unit - IV

Factor Analysis; Structural Equation Modeling and Path Analysis; Thematic Analysis; Conversation Analysis; Meta-Analysis

**Note:** Students are required to use statistical software's like SPSS, AMOS, EViews, RStudio, Stata, Minitab etc. while carry out multivariate techniques.

## Suggested Readings:

1. Malhotra, N. K., & Dash, S. (2016). Marketing research: An applied orientation. Pearson.
2. Gujarati, D. N. (2009). Basic econometrics. Tata McGraw-Hill Education.
3. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. (2006). Multivariate Data Analysis: Pearson Education. New Jersey: Hoboken.
4. Chandan, J. S. (2009). Statistics for business and economics. Vikas Publishing House.
5. Gupta, S. P., & Gupta, M. P. (2007). Business Statistics Sultan Chand and Sons. New Delhi.
6. Giles, D. (2013). Advanced research methods in psychology. routledge.
7. Hayes, N. (2021). Doing psychological research, 2e. McGraw-Hill Education (UK).

**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.

# E-COMMERCE

Course Code: 25IMSI303SE03

*Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:*

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

**Course Objectives:** This course provides an introduction to information systems for business and management. It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding information systems

## Course Outcomes

After doing this course, students should be able to:

CO1: Understand the concept of E- Commerce & describe the opportunities & challenges Offered by E-Commerce

CO2: Able to handle electronic payment technology and requirements for internet based Payments

CO3: Understand and identify security issues of E-Commerce

CO5: Understand the concept of WEB Based Business and the M-Commerce

## UNIT-I

Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce – Market Forces Influencing I-way, Network Access Equipment, Public Policy Issues Shaping the I-way; EDI - Applications in Business, Legal, Security and Privacy Issues of EDI; Components of EDI Standards, ASC X12 and EDIFACT.

## UNIT-II

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing. Intranets and Customer Asset Management: Basics of Customer Asset Management, Online Sales Force, Online Customer Service and Support, Technology and Marketing Strategy.

## UNIT-III

Intranets and Manufacturing: Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems, Intranet-based Manufacturing, and Logistics Management. E-Commerce and Online Publishing: Why Online Publishing, Online Publishing approaches, Advertising and Online Publishing. E-Commerce and Banking: Changing Dynamics in the Banking Industry, Home Banking Implementation Approaches, and Management Issues in Online Banking.

## UNIT-IV

Intranets and Corporate Finance: An Introduction, Financial Systems, Financial Intranets, Software Modules in Financial Information Systems, Human Resource Management Systems, Size/Structure of Financial Software Market.

**Lab:** Each student is required to develop at least one application of e-commerce.

### Recommended Readings:

1. Kalakota and Whinston, Electronic Commerce: A Manager's Guide, Pearson Education.
2. Greenstien and Vasarhelyi, Electronic Commerce: Security, Risk Management and Control, Tata Mc Graw Hill.
3. Dave Chaffey, E-Business and E-Commerce Management, Strategy, Implementation and Practice, Pearson Education.

**Second Year of 2-Year MBA (BP) Program: Fourth Semester**

**CONSULTING PSYCHOLOGY IN BUSINESS**

Course code: 251MSI304DS01

L-T-P  
3-1-0

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

**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:**

CO1. Students would be acquainted with the roles and features of consulting psychologists in business

CO2. Students would become familiar with basics of consulting psychologists at individual and group level.

CO3. Students would understand the Multicultural, International issues and ethical issues.

CO4. Students would have knowledge about the leadership and its futuristic approach.

**Unit-I**

Consulting Psychology: Nature and Processes; Roles, levels and responsibilities of consulting psychologists  
Consulting at Individual Level: Issues and assessment at individual level

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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: A clinician's perspective. Routledge.
4. Thomas, J.C. (2010). Specialty competencies in organizational and business consulting psychology. Oxford University Press.
5. Kilburg, R. R., C Lowman, 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, and techniques, 109-138.
6. Stroh, L. K., C Johnson, H. H. (2006). The basic principles of effective consulting. Psychology 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.

# GLOBAL BUSINESS ENVIRONMENT

Course Code: 25IMSI304DS02

L-T-P  
3-1-0

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

## Objectives

- To explore and offer knowledge on global business environment.
- 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)

## Suggested Readings:

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: 25IMSI304DS03

L-T-P  
3-1-0

External Marks: 70  
Internal Marks: 30  
Time: 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:

- CO1. Deep understanding of the significance of human development in achieving a satisfactory quality of life.
- CO2. 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.
- CO3. 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:

1. Wong, D.W., Hall, K.R., and Harnandez, L.W. (2020). Counseling Individuals through the Lifespan. Sage Publications.
2. Salkind, N.J. (2004). An Introduction to Theories of Human Development. Sage Publications.
3. Scott, A..B., Amel, E.L., and Koger, S.M., and Manning, C.M. (2017). Psychology for Sustainability. 5th Edition, Routledge.
4. Bell, P.A., Greene, T. C., Fisher, J.D., & Baum A. (2001). Environmental Psychology. Vth edition, Taylor and Francis Group.
5. Robertson, M. (2017). Sustainability Principles and Practice. Routledge, London & NY.
6. Dresner, S. (2002). The principles of sustainability. Earthscan, London.

**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: 25IMSI304DS04

L-T-P  
3-1-0

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

## Course Objectives

- To encourage students to recognize individual Intelligence
- To impart knowledge of the theories of intelligence and personality.
- To impart training about the performance consulting.

## Course Outcomes

CO1. Developing an understanding of the concept of individual and organizational differences.

CO2. Understand the various approaches to intelligence and appreciating the diverse frameworks.

CO3. 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:

1. Wilhelm, O., & Engle, R. W. (Eds.). (2004). Handbook of understanding and measuring intelligence. Sage Publications.
2. Liebowitz, J. (2019). Building organizational intelligence: A knowledge management primer. CRC press.
3. Passer, M.W. & Smith, R.E. (2013). Psychology: The Science of Mind and Behavior. New Delhi: Tata McGraw- Hill.
4. Stein, S. J., & Book, H. E. (2011). The EQ edge: Emotional intelligence and your success. John Wiley & Sons.
5. Eysenck, H. (2018). Intelligence: A new look. Routledge.
6. Macaskill, A., Maltby, J. & Day, L. (2022). Personality, Individual Differences and Intelligence, Pearson.
7. McBreen, B., Silson, J., & Bedford, D. (2022). Organizational Intelligence and Knowledge Analytics.

**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: 25IMSI304DS05

L-T-P  
3-1-0

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

## Course Objectives

- To familiarize the students with different styles of communication.
- To enlighten the students with the seven concepts of communication.
- To make the students understand the nuances of communication.
- To train the students and make them comprehend various aspects of Interview skills.

## Course Outcomes

**After completing the course students would be able to:**

**CO1:** Develop effective communication and interpersonal skills for personal and professional success.

**CO2:** Enhance communication proficiency through verbal, written, and interpersonal skills.

**CO3:** Cultivate intercultural competence, effective interpersonal dynamics, and professional communication for organizational success.

**CO4:** Equip with strategic communication expertise for professional success in diverse business contexts.

### UNIT I

Profile of an Effective Communicator, Theatre Technique for Effective Communication and Personality Development, Nature and Process of Communication, Communication: The Key to a Leader's Success; Organizational Communication, Soft Skills: Growing Importance, Psychology and Communication

### UNIT II

Communication Skills: Presentation Strategies, Listening Ability, Reading Fluency, Paragraph Writing, Story Completion, Enriching Language through Literature, The Art of Asking Questions, Business Etiquettes, How to give criticism.

### UNIT III

Cross-cultural Communication, Interpersonal Effectiveness, Assertiveness Skills, Team-Building Skills, Time-Management Skills; Business Letters, Memos, and E-mails, Social Media, Business Reports, Business Etiquettes

### UNIT IV

Communication for Effective Marketing, Integrated Marketing Communications; Communication for Effective Negotiations, Negotiation Strategies; Communication for Conflict Management, Managing the Process of Communication in Conflict; Communication for Employment: Resume, Application Letter, Interview, Group Discussion, Written Analysis of Cases

## Recommended Readings:

1. Bhatnagar, N., Bhat Nagar, M. Effective Communication and Soft Skills. Pearson.
2. Chaturvedi P.D., Chaturvedi M. The Art and Science of Business: Communication Skills, Concepts, Cases, and Applications. Pearson.
3. Hargie, O., Dickson, D., Tourish, D. Communication Skills for Effective Management. Palgrave Macmillan
4. Janis Fisher Chan. Communication Skills for Managers. American Management Association.
5. Popat, P., Kotadia, K. Communication Skills. Pearson.

**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

Course Code: 25IMS1304SE04

*Note: The formative assessment criteria for this Skill-Enhancement Course will be as follows:*

Written Test (2X10)	20 Marks
Lab Work (Practical File)/ Field Work (Report)/ Portfolio	30 Marks
Case Study/ Mini Project (1X15)	15 Marks
Assignment/ Seminar/ Presentation (3X10)	30 Marks
Attendance	05 Marks
TOTAL	100 Marks

L-T-P

2-0-2

## Course Objectives

The purpose of this course is to familiarize the students with the Indian work ethos, values, and styles of management. Further, the students will be helped to develop their inner and outer capability to face the challenges with equanimity.

## Course Outcomes

**After completing the course students would be able to:**

**CO1:** Demonstrate a comprehensive understanding of Indian ethos,

**CO2:** Derive management insights from scriptures and Indian heritage, and critically compare Indian and Western management ethics

**CO3:** Demonstrate an understanding of work ethos and evaluate the significance of values in management

**CO4:** Integrate Indian learning systems, karma principles, and self-management techniques for holistic personality development in management

## UNIT I

Indian Ethos: Meaning, Features, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices; Management Lessons from Scriptures: Vedas, Mahabharata, Bible, Ramayana, Kautilya's Arthashastra, Panchtantra; Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management

## UNIT II

Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos; Values: Meaning, Features, Values for Indian Managers, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society; Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management.

## UNIT III

Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress; Stress Management Techniques: Meditation- Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga- Meaning, Significance; Contemporary Approaches to Leadership, Joint Hindu Family Business- Leadership Qualities of Karta; Life Goals or Purusharthas.

## UNIT IV

Indian Systems of Learning: Gurukuland Modern System System of Learning; Karma: Meaning, Importance of Karma to Managers, Nishkama Karma; Laws of Karma; Guna Theory (SRT i.e. Sat, Raj & Tam Model); Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma; Self-Management: Personal growth and Lessons from Ancient Indian Education System; Indian Ethos and Personality Development, Theory of Sanskaras.

## Recommended Readings:

1. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi.
2. Ghosh, B.: Ethics in Management and Indian Ethos, Vikas Publishing House Pvt. Ltd., 2nd ed. Reprint, 2009.
3. Balachandran, S. Raja K. C. R. and Nair B. K.: Ethics, Indian Ethos & Management, Shroff Publishers & Distributors Ltd., New Delhi.
4. Nanda Gopal, R., Ajith Sankar, Indian Ethos and Values in Management, Tata McGraw Hill.
5. Swami Someswara Nanada, Indian Wisdom for Management, Ahmedabad, AMA.
6. Agarwal, T. and Chandorkar, N., Indian Ethos in Management, Himalaya Publishing House.
7. Ganjre, A.K., Pawar, P. and Laxman R., Indian Ethos - Modern Management Mantra, Himalaya Publishing House

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