UNIVERSITY OF THE PUNJAB

NOTIFICATION

It is hereby notified that the Syndicate at its meeting held on 17-12-2022 has approved the recommendations of the Academic Council made at its meetings dated 11-03-2022 and 21-03-2022 respectively regarding grant of permission to start the following Certificate/Diploma and alongwith Courses at the Centre for Leadership and Decision Making, University of the Punjab, Lahore with effect from the Academic Session, 2022-2023:-

1. Graduate Certificate Program in Psychology of Leadership.
2. Advance Diploma in Organization Psychology.

The Syllabi/Courses are enclosed herewith, vide Annexure 'A' & 'B'.

Sd/-
Shahid Javed
Registrar

Admin. Block,
Quaid-i-Azam Campus,
Lahore.
No. D/ 422 /Acad.

Dated: 25-01-2023.

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

1. The Dean, Faculty of Behavioral & Social Sciences
2. The Director, Center for Leadership & Decision Making
3. Chairperson, DPCC
4. Director (IT) for Placement at website
5. Admin Officer (Statutes)
6. Secretary to the Vice-Chancellor
7. Secretary to the Registrar

Assistant Registrar (Academic)
for Registrar

Graduate Certificate Program in Psychology of Leadership

Total Credits = 9   **Duration: One semester (4 months)**

Course Code	Course Title	Credit Hours
PSYL-401	Understanding Human Behavior at Workplace	03
PSYL-402	Psychology of Leadership; Competencies and Skills	03
PSYL-403	Group Dynamics; Engaging and Winning Through Leadership	02
PSYL-404	Practicum/Case report/Seminar	01
Total Credit Hours		**9**

Program Overview

Psychology is critical to the workplace. It helps managers at all levels of organizations to select, support, motivate and train employees. It also helps them better understand human behavior and foster healthy behavior among employees at the workplace. This graduate certificate program is designed for students with leadership experience who wish to gain a deeper understanding of leadership from psychological perspective. Participants will have the opportunity to not only learn about cognitions and behaviors of an effective leaders, but also will learn about basic principles of understanding human mind and behavior (self and others). Students will get to learn about how different psychological models translates and explain leadership effectiveness, with the overarching goal of answering the question *"what makes a leader?"* and *"what characterizes effective leadership?*
This certificate program will allow students to go through time-tested tools and cutting-edge behavioral science findings to explore leadership and its core competencies such as influencing and leading others. Students will walk away with a deep understanding of the psychological mechanisms that drive the behaviors, motivation, and performance of yourself and others in order to maximize your potential to lead.

PSYL-401: Understanding Human Behavior At Workplace (3 credits)

Course Description: An introduction to the science of the human mind and behavior, and the factors that determine and affect behavior. It is an introductory course dealing with the major content areas in psychology. Topics include human brain and behavior, human development, learning and memory, motivation, emotion, personality and psychological health, social cognition and human relationships.

Course Purpose: Since the course is not only for undergrad students but also for people from the corporate world, the core purpose is to acquaint them with the diverse field of psychology including major theoretical concepts helping them understand their own behaviors as well as of others. Course will increase understanding about psychology but will also promote critical thinking, generation of new ideas, and consideration of alternate explanations when evaluating information which will all lead to better insight into the basics of psychology and its linkage with leadership at workplace.

Course Outcome: After successful completion of this course, the students will be able to:
Have a grasp over basic concepts and theoretical perspectives explaining human behavior
They will be able to appreciate the complexity of human behavior and relationships in organizations.
They will be able to understand Psychology as science and empirical methods used for understanding different aspects of human behavior specifically at workplace.

*Course Contents***:**

 Module 1: Introduction to Psychology; schools and perspectives
- What is Psychology?
- Perspectives on behavior and mental processes
- Methods in Psychology(scientific Method)
- Common questions asked about Psychology

 Module 2: Psychology at workplace
- Introduction to psychology at work
- Study of wellbeing, behaviors and attitudes
- Human performance

 Module 3: Perception and learning in Organizations
- Gestalt Organizing Principles, Perceptual Constancies and Depth Perception
- Selective Attention and Perceptual Learning
- Learning and Its Types
- Cognitive Learning; Cognitive Maps and Latent Learning
- Observational Learning and Modelling

☐ Module 4: Attitudes and Behaviors in Organizations
- Attitude formation and Attitude change
- Cognitive dissonance
- Persuasive communication
- Measurement of Attitudes
- Prejudice, stereotypes and discrimination

☐ Module 5: Motivation and Emotions
- Introduction to Motivation; Drives and Motives
- Theories of Motivation
- Intrinsic and Extrinsic Motivation
- Emotions; Biology of Emotions
- Theories of Emotions
- Influence of Culture on Emotions

☐ Module 6: Personality and Intelligence
- Psychology of Personality; Traits, types and theories of Personality
- Self-Concept and Self Esteem
- Personality Assessment
- Intelligence; definition and Nature of Intelligence
- Theories of Intelligence
- Emotional Intelligence; IQ vs EQ

☐ Module 7: Understanding work groups and teams
- Origins of Work Teams
- Principles of Team Work
- Group development and its stages
- Performance Appraisal in Teams
- Socialization and interpersonal processes in Teams

☐ Module 8: Power, Conflicts and negotiations
- The psychology of Power and Control
- Understanding conflict; causes and outcomes of conflict
- Managing conflict
- Negotiations; stages and strategies of negotiating
- Third party negotiations and cross cultural Implications
- Interplay of Behavior, Motivation, Power, and Politics

Recommended Books

Coon, D., &Mutterer, J. (2016).*Introduction to psychology: Gateways to mind and behavior* (14th ed.). USA: Wadsworth Cengage Learning.

Fredrickson, B., Nolen-Hoeksema, S., Loftus, G., &Wagenaar, W. (2009).*Atkinson &Hilgard'sintroduction to psychology* (15th ed.). USA: Wadsworth.
Glassman, W.E. (2000). *Approaches* to psychology.Open University Press.
Hayes, N. (2000). *Foundation of psychology* (3rd ed.). UK: Thomson Learning.
Kalat, J. W. (2010). *Introduction to psychology*.USA: Cengage Learning, Inc.
Leahey,T. H. (1992). *A history of psychology: Main currents in psychological thought.* New Jersey: Prentice-Hall International, Inc.
Myers, D. G. (2018). *Exploring Psychology* (10th ed.). USA: Wadsworth Publishers.
Robbins, S. P. Judge, T. A. & Vohra, N. (2013). Organizational Behavior. (15th ed.), Indian subcontinent adaptation, New Delhi: Pearson Education, Dorling Kindersley India pvt ltd.
Wood, S. E., Wood, E. G., & Boyd, D. (2015). Mastering the World of Psychology. Boston, MA:

PSYL-402: Psychology of Leadership; Competencies and Skills (3 credit hours)

Course Description: This course will provide you with an introduction to the study of leadership in organizations. More specifically, this is a course that examines the science, methods, and practice of leadership from a psychological perspective. You will be exposed to the ways in which psychological principles are used to describe, understand, and predict how leaders behave in organizations, and how this knowledge can be applied to enhance the effectiveness of the workplace.

Course Objectives/Purposes: The goal of this course is to provide understanding and practice of leadership from psychological perspective. Which will be achieved through three learning activities: a) *Building the Foundation* — Reviewing the major content areas of the field of Leadership from a Psychological point of view. b) *Research in Action* — Discussing current research articles, and how they contribute to research in leadership studies. c) *Practice* — Applying theories or principles from the major content areas of the field of psychology to address practical work situations.

Course Outcome: By end of the course student will be able to have a better understanding and recognize the psychological components of leadership as opposed to management. He / She will be familiar with personality and leadership development. Would develop an understanding of own leadership style and abilities and would have a better understanding of the social and cultural forces involved in leadership and followership.

Course Content:

Module 1: Introduction to Psychology of Leadership
- What is Leadership
- Nature of leadership development
- Leadership and Management (History)

Module 2: Leadership Defined; Approaches to Leadership

- Trait approach
- Skill approach
- Style approach
- Situational approach

Module 3: Theories of Leadership and Leadership Styles
- Trait theories
- Contingency theories
- Path Goal theory
- Leader member exchange theory
- Transformational VS transactional leadership

Module 3: Psychological Exchange between leaders and followers
- Followers behaviors and leaders effectiveness

Module 5: Personality and Leadership (Big five model)
- The role of Personality in Leadership
- The Big Five Model of Personality and Leadership
- Ethical Leadership and Five Factor Personality Traits

Module 6: Leader Effectiveness / Interpersonal Skills_ A Key to Effective Leadership
- Introduction to Effective Leadership
- Characteristics of Effective Leadership and Effective Leader
- Impact of Effective Leadership on Organisations
- Interpersonal Skills for Effective Leadership

Module 7: Leadership and Decision Making (perspective from cognitive psychology)
- Introduction to Leadership and decision making
- Decision making Process
- Decision making styles and Leadership
- Social Justice concepts applied to Ethical Decision Making at Workplace

Module 8: Leadership Issues:
- Digital leadership,
- Leading virtual teams and, Leading in crisis
- Macro Leadership Issues and Obstacles in Effective Leadership

Recommended Text:
Northouse, P. G. (2016) Leadership Theory and Practice 7th Edition, SAGE Publications Inc., Thousand Oaks, CA. ISBN 978-1483317533
Haslam, S. A., Reicher, S. D. & Platow, M. J. (2011): *The New Psychology of Leadership: Identity, Influence and Power*. New York, NY: Psychology Press
Messick, D.M, Kramer, M.R. (2011): The psychology of Leadership: new Perspectives and Research: New York, NY: Routledge
And articles and case studies such as :

Cummins, DD. (1999). Cheater detection is modified by social rank: The impact of dominance on the evolution of cognitive functions. Evolution & Human Behavior, 20, 229-248
Pierce, JL, Newstrom, JW. (2003). On the meaning of leadership.
Maccoby, M. (2000). Narcissistic leaders: The incredible pros, the inevitable cons. Harvard Business Review
Offerman, L. (2004. When followers become toxic. Harvard Business Review. Volkan, K. (1994). Psychopathology in Groups and Group Leaders. Vision/Action

PSYL-403: Group Dynamics: Engaging and Winning Through Leadership (2 credit hours)

Course Description: Social Psychology is the scientific study of how people think about, evaluate and respond to their social experiences of which Group Dynamics play vital role for leading at organizational level. In this course you will learn about very useful constructs/concepts such as person perception, the self and others, attitudes, emotions, socialization, groups, influence, interpersonal attraction, close relationships, altruism, cooperation, competition, aggression, prejudice and discrimination etc. that will allow you to not only understand these concepts but also apply these to better understand self and people around you leading to improved and enhanced efficiency at workplace.

Course Objectives: The course will develop an insight in students about how people think, perceive and relate to others. This will help in developing an understanding of the concepts related to self and how self-functions in social world so as to become an effective leader. This will also enable students to think critically about social processes, influences, relations and attitudes. The course emphasizes on the understanding of application of Group Dynamics and its concepts in the real life settings.

Course Outcome: After completion of the course, the student will be able to: think critically about social processes, influences, relations and attitudes. Understand the application of Social Psychology's concepts such as Group Dynamics in the real world while dealing and interacting with others.

Course Contents

Module 1: Introduction to Group Dynamics
- Function and Structure of Groups
- Theories of Group Dynamics
- Collaboration and Shared Goals
- Individual differences affecting group dynamics and Group Membership

Module 2: Self in world of work, social perception, cognition and attribution
- Concept of self, components of self and its relationship constructs
- Social cognition; person schemas, roles and scripts

- Impression formation; stereotypes,
- Attribution; Bias in attribution, Research in attribution

Module 3: Attitudes, Behaviors and emotions
- Attitude formation and Attitude change
- Cognitive dissonance, Persuasive communication, and Measurement of Attitudes
- Prejudice, stereotypes and discrimination
- Emotions at workplace
- Theories of emotions
- Influence of emotions on performance
- The Role of Affect: Moods and Emotions

Module 4: Social influence and group behaviors, Altruism and Aggression
- Understanding Altruism: Self and Other Concerns
- Reciprocity and Social Exchange
- Social Reinforcement and Altruism
- Helping behaviours
- Aggression and its types
- The Biological and Emotional Causes of Aggression

Module 5: People, conflicts, and resolution
- Conflict; definition, nature of conflict and views on conflicts
- Types and Causes of conflicts
- Process of conflict and levels of conflict
- Conflict management and Conflict resolution in groups

Module 6: Groups and Teams
- Groups vs Teams
- Social Influence
- Group Decision Making
- Work Teams in the 21st Century

Module 7: Interpersonal Communication; Key to Effective Leadership
- Introduction to interpersonal communication
- Importance of interpersonal communication
- Effective Leader and role of interpersonal skills/communication
- Improving interpersonal communication

Module 8: Leadership and Emotional intelligence
- Emotional intelligence at work; key components of emotional intelligence
- Models of emotional intelligence
- Role of emotional intelligence in effective leadership
- Transformational leadership and emotional intelligence

Recommended Books

Baron ,R. A., & Byrne, D. (1997).*Social psychology*.(12th ed.). Boston: Allyn& Bacon

Baron, R. A., Branscombe, N. R., & Byrne, D. (2009).*Social psychology* (12th ed.). Boston, MA: Pearson/Allyn and Bacon.

Baumeister, R. F. (1999). *Self in social psychology*. USA: Taylor & Francis.

Crisp, R. J. (2010).*Essential social psychology* (2nd ed.). Los Angeles: Sage.

Edi., D. C. (2011). *Theories in social psychology*. UK: Wiley-Blackwell.

Forsyth, D.R. (2010). Group Dynamics (5th Ed.). Belmont, CA: Wadsworth, Cengage Learning.

Gilovich, T., Keltner, D., Chen, S., & Nisbett, R. E. (2019). Social psychology, Fifth Edition, Norton.

Horowitz, L. M. (2011). *Handbook of interpersonal psychology*. UK: John Wiley & Sons.

Knapp, H. (2010). *Introduction to social work practice*. Los Angeles: Sage.

Myers, D. G. (2012).*Social psychology* (11th ed.). New York: McGraw-Hill.

Taylor, S. E., Peplau, A. L., & Sears, D. O. (2006).*Social psychology* (12th ed.). Englewood Cliffs, NJ: Prentice Hall.

PSYL-404: Practicum/Case Report/ Seminar (1 credit)

The students will pick any one topic in the area of psychology of leadership (the content taught throughout the program) and generate a proposal of studying that construct/topic in any organization and write and submit report on that (like case report/practicum). This will be like a learning outcome of the program.