



Emotional Intelligence and Managerial Effectiveness – Course Material

VISION & MISSION STATEMENTS OF THE INSTITUTE

VISION

- To emerge as the most preferred Business School with Global recognition by producing most competent ethical managers, entrepreneurs and researchers through quality education.

MISSION

- **Knowledge through quality teaching learning process;** To enable the students to meet the challenges of the fast challenging global business environment through quality teaching learning process.
- **Managerial Competencies with Industry institute interface;** To impart conceptual and practical skills for meeting managerial competencies required in competitive environment with the help of effective industry institute interface.
- **Continuous Improvement with the state of art infrastructure facilities;** To aid the students in achieving their full potential by enhancing their learning experience with the state of art infrastructure and facilities.
- **Values and Ethics;** To inculcate value based education through professional ethics, human values and societal responsibilities.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO 1 - Placement; To equip the students with requisite knowledge skills and right attitude necessary to get placed as efficient managers in corporate companies.

PEO 2 - Entrepreneur; To create effective entrepreneurs by enhancing their critical thinking, problem solving and decision-making skill.

PEO 3 - Research and Development; To make sustained efforts for holistic development of the students by encouraging them towards research and development.

PEO4 - Contribution to Society; To produce proficient professionals with strong integrity to contribute to society.

Program Outcome

PO1 - Problem Solving Skill; Apply knowledge of management theories and practices to solve business problems.



MEASI

Institute of Management

PO2 - Decision Making Skill; Foster analytical and critical thinking abilities for data- based decision making.

PO3 - Ethical Value; Ability to develop value based leadership ability.

PO4 - Communication Skill; Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

PO5 - Individual and Leadership Skill; Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6 - Employability Skill; Foster and enhance employability skills through subject knowledge.

PO7 - Entrepreneurial Skill; Equipped with skills and competencies to become an entrepreneur.

PO8 - Contribution to community; Succeed in career endeavors and contribute significantly to the community.



PROGRAM SPECIFIC OBJECTIVES

PSO 1: Finance: The students should demonstrate proficiency in analyzing financial statements, evaluating investment opportunities and making financial decision to maximize shareholders' value.

PSO 2: Marketing: Students should be able to create a comprehensive marketing plan that integrates effective communication strategies, leading to customer success and the accomplishment of marketing objectives.

PSO 3: Logistics: Students will acquire knowledge of inventory management for domestic and global supply chains, thereby developing problem-solving skills in logistics to optimize supply chain efficiency.

PSO 4: Business Analytics: The students should able to analyze data, communicate insights, take data-driven decisions and solve business problems effectively.

UNIVERSITY OF MADRAS MASTER OF BUSINESS ADMINISTRATION (MBA)

DEGREE PROGRAMME SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks
CIA				External			Total		



934E909F EIM Elective 3 - - 1 3 3 25 75 100
E

Course Objectives

C1	To familiarize the students to the basic concepts of Emotional Intelligence
C2	To provide insights on Emotional Competencies
C3	To throw light on Emotional literacy
C4	To elucidate on significance of Emotional Intelligence
C5	To create awareness and importance of Emotional Learning in organizations

UNIT	Details	No. of Hours	Course Objectives
I	Introduction to Emotional Intelligence: Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.	9	C1
II	Emotional Competencies: The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.	9	C2
III	Emotional literacy: Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.	9	C3
IV	Emotional Intelligence at work place: The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.	9	C4
V	Emotional Learning in organizations: Training of EI in organization, developing emotional competencies through	9	C5



relationship at work and implementing EI programs.

Total

45

Course Outcomes

UNIVERSITY OF MADRAS MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME SYLLABUS WITH EFFECT FROM 2023-2024

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize and apply basic concepts of Emotional Intelligence	PO4, PO6, PO7
CO2	Enumerate and chart Emotional Competencies	PO3, PO6, PO8
CO3	Annotate and signify Emotional literacy	PO6, PO7
CO4	Be aware of using Emotional Intelligence tools	PO1, PO7, PO8
CO5	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1, PO6, PO7

Reading List

1. Goleman, Richard Boyatzis, Annie McKee, '*Primal Leadership*'.
2. Travis Bradberry, Greaves, '*Emotional Intelligence 2.0*'
3. Colleen Stanley, '*Emotional intelligence for sales success: Connect with customers and get results*'
4. David R. Caruso, Peter Salovey, '*The Emotionally Intelligent Manager*'.

References Books

1. Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25th Anniversary Edition 2020.
2. Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.
3. Dalip Singh, Emotional Intelligence at Work :A Professional Guide, SAGE, 1st Edition 2015.
4. M S Battacharya, Emotional Intelligence, Excel Publications, 1st Edition 2007.
5. Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.
6. Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1st Edition 2001.

Methods of Evaluation



MEASI Institute of Management

Internal Evaluation Continuous Internal Assessment Test 40 Marks

Assignments/mini project/practical demonstrations

Seminars

Attendance and Class Participation

External Evaluation End Semester Examination 60 Marks

Evaluation

Total 100 Marks

Methods of Assessment

Recall (K1) Simple definitions, MCQ, Recall steps, Concept definitions

Understand/Comprehend (K2) MCQ, True/False, Short essays, Concept explanations, Short summary or overview

Application (K3) Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain

Analyze (K4) Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge

1. Emotional Brain

The emotional brain refers to the system of brain structures responsible for experiencing, processing, and responding to emotional stimuli. It includes the amygdala, hippocampus, prefrontal cortex, and limbic system. The amygdala triggers immediate emotional reactions, the hippocampus stores emotional memories, and the prefrontal cortex regulates emotional responses. Understanding the emotional brain is key to mastering emotional intelligence.

2. Theories of Emotion

Several theories explain how emotions are formed and expressed:

- a. James-Lange Theory: Emotions occur due to physiological responses.
- b. Cannon-Bard Theory: Emotions and bodily responses occur simultaneously.
- c. Schachter-Singer Theory: Emotion = arousal + cognitive interpretation.
- d. Lazarus Appraisal Theory: Cognitive interpretation drives emotion.
- e. Evolutionary Theory: Emotions evolved for survival.

3. Emotional Intelligence: Concept & Evolution

Emotional Intelligence (EI) refers to the ability to perceive, understand, manage, and regulate emotions in oneself and others. Coined initially in 1990 by Mayer & Salovey and popularised by Daniel Goleman in 1995, EI has now become a vital factor in workplace success.

4. Differences Between EQ and IQ



MEASI Institute of Management

IQ measures cognitive intelligence, logical reasoning, and analytical ability. EQ measures emotional awareness, empathy, regulation, and interpersonal skills. IQ is relatively stable; EQ can be developed over time.

UNIT II: EMOTIONAL COMPETENCIES

1. Goleman's Emotional Competency Framework includes:

- a. Self-awareness: Recognising one's emotions, strengths, weaknesses, and impact on others.
- b. Self-regulation: Managing disruptive emotions and adapting to change.
- c. Motivation: Using intrinsic drive to achieve goals.
- d. Social awareness (Empathy): Understanding others' emotions.
- e. Social skills: Managing relationships and resolving conflicts effectively.

2. Measuring Emotional Intelligence

- a. Emotional Competency Inventory (ECI): A 360-degree tool assessing emotional competencies.
- b. MSCEIT: Measures ability to perceive, use, understand, and manage emotions.

-UNIT III: EMOTIONAL LITERACY

1. Emotional Literacy vs Emotional Intelligence

Emotional literacy refers to recognising, expressing, and understanding emotions. Emotional intelligence goes further to include managing and regulating emotions.

2. Managing Aggression

Techniques include cognitive reframing, relaxation, mindfulness, and assertive communication.

3. Managing Depression

Includes awareness, self-care, behavioural activation, cognitive restructuring, and support-seeking.

4. Emotional Literacy Training

Focuses on developing emotional awareness, cognitive emotional skills, and behavioural emotional regulation.

-UNIT IV: EMOTIONAL INTELLIGENCE AT THE WORKPLACE

1. Role of EI in Leadership

EI helps leaders inspire, motivate, resolve conflicts, and manage stress effectively.



MEASI Institute of Management

2. EI and Leadership Styles

EI heavily influences transformational, democratic, coaching, and empathetic leadership.

3. Need for EI in Building Teams

EI fosters trust, respect, communication, and collaboration in workplace teams.

UNIT V: EMOTIONAL LEARNING IN ORGANIZATIONS

1. Training EI in Organizations

Includes workshops, experiential learning, coaching, and 360-degree feedback.

2. Developing Emotional Competencies Through Workplace Relationships

Mentoring, team bonding, conflict management sessions, and reflective practices help build EI.

3. Implementing EI Programs

Includes support from top leadership, integration into performance systems, EI assessments, and long-term learning initiatives.