



UNIVERSITY OF PATANJALI

ANNEXURE-I

Syllabus of ODL Course
M.A. PSYCHOLOGY
(with specialization in Clinical Psychology)

SEMESTER I

COURSE DETAILS – 1
SUBJECT NAME – CLINICAL PSYCHOLOGY
SUBJECT CODE – MPs-CT-101

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

- To familiarize with the history and development of clinical psychology as a field in India and its evolving professional identity.
- To orient students to major theoretical models which guide clinical psychological practice and research
- To orient about clinical assessment process and its application in various domains.

Course Outcomes (COs):

After completion of the course, the students will be able to

- COs 1-Describe Holistic approach of clinical Psychology.
- COs 2- Adept with Professional setup of clinical psychology in India.
- COs 3- Provide assistance in clinical practices.

	Block-1: Introduction to Clinical Psychology:
Unit 1:	History of Clinical Psychology: Tracing the origins and evolution of clinical psychology as a field, from early psychological practices to modern approaches.
Unit 2:	Role of World Wars in Shaping Clinical Psychology: How the two World Wars impacted the development of clinical psychology, including advances in mental health treatment and the rise of psychotherapy.
Unit 3:	The Task and Work Settings of a Clinical Psychologist: The various duties and responsibilities of clinical psychologists in different environments like hospitals, clinics, private practice, etc.
Unit 4:	Related Professional Psychology Sub-fields: An exploration of the various branches of psychology related to clinical psychology, such as counseling psychology, forensic psychology, and neuropsychology.

	Block-2: Theories and Models in Clinical Psychology
Unit 1:	Psychoanalytic Approach: Introduction to Freud's theory and its influence on clinical psychology, focusing on the unconscious mind and defense mechanisms.
Unit 2:	Behavioral Approach: A focus on observable behavior, learning principles (e.g., classical and operant conditioning), and techniques used to modify behavior.
Unit 3:	Humanistic Approach: An exploration of humanistic psychology, emphasizing personal growth, self-actualization, and the importance of empathy and unconditional positive regard.
Unit 4:	Attempt at Integration: Bio-Psycho-Social Model: Understanding mental health through the lens of biological, psychological, and social factors, integrating multiple perspectives for comprehensive treatment.

	Block-3: Assessment and Evaluation
Unit 1:	Clinical Interview: Techniques for gathering information from clients through structured or unstructured interviews to assess mental health.
Unit 2:	Mental Status Examination: A systematic assessment of a client's cognitive, emotional, and psychological functioning.



Unit 3:	Case History: Collecting detailed information about the client's life, family, history, and previous mental health treatments.
Unit 4:	Diagnostic Impression: Forming an initial clinical judgment based on assessment data to identify potential psychological conditions.
Unit 5:	Psychological Testing: Introduction to standardized tests and tools used to evaluate cognitive abilities, personality traits, and mental health disorders.

	Block-4: Clinical Interventions and Treatments
Unit 1:	Psychotherapy Types: An overview of various therapy approaches, including: Cognitive Behavioral Therapy (CBT): Techniques for challenging and changing negative thought patterns. Psychodynamic Therapy: Exploration of unconscious processes and past experiences to understand current behavior. Other therapy models like Humanistic Therapy, Interpersonal Therapy , etc.
Unit 2:	Ethical Considerations in Clinical Practice: Understanding the ethical issues faced by clinical psychologists, including confidentiality, informed consent, and boundaries.
Unit 3:	Short-Term and Intermittent Long-Term Therapy Models: Brief interventions aimed at resolving specific issues. Therapy that is provided intermittently but over a long period to address chronic or complex issues.
Unit 4:	Cognitive behaviour and social skills training model, the therapeutic contracting Programme (Heinseen, lewendusky and Hunter, 1995)

	Block-5: Clinical Settings
Unit 1:	Hospitals, Clinics, and Private Practices: The various settings in which clinical psychologists work, each with its own demands and challenges.
Unit 2:	Collaborations with Other Healthcare Professionals: The importance of teamwork and interdisciplinary approaches in providing comprehensive care to clients.

Unit 3:	The Profession of Clinical Psychology in India: Rehabilitation Council of India (RCI): Overview of regulatory bodies that oversee the practice of clinical psychology in India. RINPAS (Ranchi Institute of Neuro-Psychiatry & Allied Sciences), NIMHANS (National Institute of Mental Health and Neurosciences), IBHAS (Institute of Behavioral Health & Allied Sciences), NIEPID (National Institute for the Empowerment of Persons with Intellectual Disabilities): Key institutions that provide training, research, and services related to clinical psychology in India.
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REFERENCE BOOKS

1. Llewelyn, S., Murphy, D. (Eds.) (2014). What is clinical psychology? Oxford UK: Oxford University Press.
2. Bellack, A. S., & Hersen, M. (1980). Introduction to clinical psychology. New York: Oxford University Press.
3. Korchin, S. J. (1986). Modern clinical psychology. Delhi: CRR Publishers and Distributors.
4. Ray, S. D. (1996). The practice of psychotherapy. New Delhi: New Age International.

TEXT BOOK

5. Veeraraghavan, V., & Singh, S. (2014). A textbook of Abnormal and Clinical Psychology. Mcgraw Hill Education (India) Private Limited.

COURSE DETAILS – 2
SUBJECT NAME – YOGA PSYCHOLOGY
SUBJECT CODE – MPs-CT-102

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

- To initiate the understanding of psychological knowledge within yoga and meditation linking with the idea of mental health and well-being.



- To deepen the practice of yoga and meditation systems and linking to applications in various contexts.

Course Outcomes (COs):

After completion of the course, the students will be able:

- CO 1- To achieve spiritual and mental wellbeing.
- CO 2- To promote ancient Indian Knowledge.
- CO 3 -To understand human behaviour as per Yogic Perspectives.

	Block-1: Introduction to Yoga Psychology
Unit 1:	Overview of Yoga and Yoga Psychology: Historical Development of Yoga over the ages including a brief philosophical overview (Patanjali yoga), principles, and the relationship between body and mind.
Unit 2:	Yoga and Mental Health: The benefits of yoga for emotional balance, stress relief, and cognitive clarity.
Unit 3:	Mind-Body Connection: Understanding how yoga influences both psychological and physical well-being.

	Block-2: Core Principles of Yoga Psychology
Unit 1:	Vivekananda framework of Raja Yoga, Karma Yoga, Swami Ramdev and his ideas.
Unit 2:	The Yoga Sutras and the Mind: Key concepts such as Yamas, Niyamas , and the 8 Limbs of Yoga (Ashtanga Yoga).
Unit 3:	Understanding the Mind: Exploration of different aspects of the mind (Manas, Buddhi, Ahamkara, Chitta).
Unit 4:	Fundamental text of Yoga Psychology : Samadhi Paada- Concepts Svaroopa, Samsskara, Vasana, Viveka, Vairagya and Ishwar.

	Block-3: Applications of Yoga Psychology
Unit 1:	Breath work and Meditation: Techniques like Pranayama (breathing exercises) and meditation for relaxation and mental focus.

Unit 2:	Yoga for Motivation and Self-Discipline: How yoga psychology fosters self-motivation, discipline, and a positive mindset.
Unit 3:	Mindfulness Practices: Using mindfulness to enhance awareness, concentration, and emotional regulation.

	Block-4: Personal Growth and Transformation Through Yoga Psychology
Unit 1:	Self-Realization and Transformation: Yoga as a tool for personal development and spiritual growth
Unit 2:	Overcoming Limiting Beliefs: Using yoga to break through mental barriers and negative thought patterns.
Unit 3:	Building a Holistic Approach to Life: Incorporating yoga psychology into everyday life for mental, emotional, and physical well-being.

BOOKS RECOMMENDED

1. Taimni, I. K. (1961). The science of yoga. Adyar, India: The Theosophical Society of India.
2. Feuerstein, G. (2002). The yoga tradition: Its history, literature, philosophy and practice. Delhi, India Bhavana Books and Prints.
3. Jacobsen, K. A., Larson, G. J. (2005). Theory and practice of yoga: Essays in honour of Gerald James Larson. Leiden, Holland: Brill.
4. Vivekananda, S. (1982). Raja yoga or conquering the internal nature. Calcutta, India: Advaita Ashram.

COURSE DETAILS – 3
SUBJECT NAME – COGNITION & EMOTION
SUBJECT CODE – MPs-CT-103

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

The course will

- Introduce the basic Psychological processes through scientific experiments.
- Explain various mental processes: attention and consciousness, memory processes, reasoning and decision making.

Course Outcomes (COs):

After completion of the course, the students will be able to

- COs 1- Explain perceptual and emotional processes.
- COs 2- Apply holistic approach of Emotion along with decision making power.
- COs 3- Describe Meta- cognitive knowledge and Meta cognitive regulations

	Block-1: Attention and Perceptual Processes
Unit 1:	Introduction to Attention, Perceptual Processes, Attention Models
Unit 2:	Perceptual organization: Gestalt Principles: Proximity, Similarity, Continuity, Closure, and Connectedness. Role of attention in perceptual organization.
Unit 3:	Attentional Control and Cognitive Load, Attentional Disorders, Factors Affecting Attention
Unit 4:	Applications of Attention and Perception: Real-world examples: driving, sports, design, human-computer interaction. Implications for improving attentional control and perceptual accuracy.

	Block-2: Memory and Forgetting
Unit 1:	Memory processes: encoding, storage, retrieval, Types of memory (Sensory, STM and LTM), determinants of memory, and methods for enhancement of memory
Unit 2:	Forgetting: Concepts, Causes, and Theories

	Block-3: Emotion and Emotional Regulation
Unit 1:	Physiology of emotion,

Unit 2:	Types of emotion as per psychological and yogic perspective,
Unit 3:	Emotional intelligence, emotional regulation and controlling strategies of emotion

	Block-4: Thinking and Problem solving
Unit 1:	Thinking – Meaning and Types, Language and thinking
Unit 2:	Problem solving: types, strategies and obstacles.
Unit 3:	Meta-cognition: meta-cognitive knowledge and meta-cognitive regulations

	Block-5: Decision Making
Unit 1:	Nature, types and models
Unit 2:	Factors affecting decision making ability

REFERENCE BOOKS

1. M.R. D'Amato (1979). Experimental Psychology: Methodology, Psychophysics and learning. New Delhi: Tata McGraw Hill.
2. B.E. Goldstein (2002). Sanstation and Perception. USA: Wadsworth.
3. J.W. Kling and L.A. Riggs (1984). Woodworth and Schlosberg's Experimental Psychology. New Delhi: Khosla Publishing House.
4. R.L. Solso (2001). Congnitive Psychology, Singapore: Pearson Education.
5. A. Baddley (1997). Human Memory: Theory and Practice. New Yark: Psychology Press.

TEXT BOOKS

6. Suleiman, M. (2009). Ucchtar Samaj Manovigyan. New Delhi: Motilal Banarasi Das.
7. Singh, R.N. (2001). Modern Social Psychology. Agra: Vinod Pustak Mandir



COURSE DETAILS – 4

SUBJECT NAME – PERSONALITY: ASSESSMENT AND DEVELOPMENT

SUBJECT CODE – MPs-CT-104

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

- To develop an understanding of the concept of individual difference.
- To develop an appreciation of the biological and social impact on personality.

Course Outcomes (COs):

After completion of the course, the students will be able to

- COs 1- Describe holistic approach about personality along with its various dimensions.
- COs 2- Explain about various important theories related to the personalities.
- COs 3- Utilize social learning and cognitive concepts of personality in their lives.

	Block-1: Concept and Definition of Personality
Unit 1:	Introduction To Attention, Perceptual Processes, And Attention Models
Unit 2:	Views on self and Personality: Upanishad, Bhagavad Geeta and Gautam Buddhaji

	Block-2: Trait and type of Approaches
Unit 1:	Allport: structure, dynamic and growth of personality research and assessment, evaluation of Allport's theory,
Unit 2:	R. B. Cattell: structure, dynamic and development of personality, measurement of personality and research methods, evaluation of Cattell's theory. Five dimensional model of personality.

	Block-3: Social Learning and Cognitive theories
Unit 1:	Bandura's Theory: concept of reciprocal Determinism, self-system, motivation, modelling: learning by observation, measurement of research, Evaluation of Bandura's theory

Unit 2:	George Kelley: structure, dynamics and development, research and measurement of personality.
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	Block-4: Personality Assessment Techniques with Clinical Practice
Unit 1:	Personality disorders: Diagnosis and treatment
Unit 2:	Structured Interviews, Self-Report Inventories (E.g., Mmpi, Neo-Pi)
Unit 3:	Projective Tests (E.g., Rorschach, Tat)
Unit 4:	Ethical considerations in personality assessment

REFERENCE BOOKS

1. G.C. Hall, G. Lindzey and J.C. Campbell (1998). Theories of Personality. New York: John Wiley and Sons.
2. W. Mischel (1976). Introduction to Personality. New York: Holt Reinhart and Winston.
3. R.M. Rchman (2000). Theories of Personality. USA: Thomson Wadsworth.
4. R. Frager and J. Fadiman (1998). Personality and Personal Growth, New York : Longman.

TEXT BOOKS

5. R.B. Tripathi and R.N. Singh (2001). Psychology of Personality Varansi :Gangasran and Grand Sons.
6. Singh, A.K. and Singh, A. K (2010). The Psychology of personality. New Delhi: Motilal Banarasi Das.



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COURSE DETAILS – 5
SUBJECT NAME – PRACTICUM I
SUBJECT CODE – MPs-CT-105

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

- The course aims to deliver Practicum and in-depth experience in accordance to the principles learnt in the theory courses covering the areas of verbal learning, memory, forgetting etc.
- To provide the students with the Practicum knowledge of conducting various experiments and Psychological Tests.

Course Outcomes (COs):

- After completion of the course, students will be able to:
- COs1- Conduct test administration and interpretation of tests.
- COs2- Explain psychological characteristics of human beings

List of Practicums:

Any five of the following:~

1. Marital Adjustment Inventory
2. Emotional Competency
3. Depth Perception
4. Eysenck Personality Inventory
5. Sixteen Personality Factors
6. Retroactive Interference
7. Reaction time
8. Division of attention
9. Mirror Drawing Apparatus
10. Effect of noise of attention

COURSE DETAILS – 6
SUBJECT NAME – HYGIENE, DIET AND NUTRITION
SUBJECT CODE – MPs-GE-106 (Elective)

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

- Understand the concept of diet and the medical value of nutrition.
- Advise appropriate diet to different age groups.
- Course Outcomes (COs):

After the completion of this course the student will be able to

- COs 1- Explain the basic concepts and components of food and nutrition.
- COs 2- Gain expertise in the field of Hygiene, diet & Nutrition and its role in life.
- COs 3- Keep themselves healthy in all aspects

	Block-1: Basic concepts and components of food and nutrition
Unit 1:	Definition of Nutrition, Basic Terminology, Human Nutritional Requirements
Unit 2:	Concept of Food and Its Functions- What is Food, Acceptance of Food, Functions of Food
Unit 3:	Components of Food and Their Classification-Macro Nutrients, Micro Nutrients, Water
Unit 4:	Nutrients and Their Sources, Functions, and Effects on the Body-Macronutrients, Micronutrients, Minerals, Water

	Block-2: Food Groups
Unit 1:	Cereals & Millets
Unit 2:	Pulses, Nuts, and Oilseeds
Unit 3:	Milk and Milk Products



Unit 4:	Vegetables and Fruits
Unit 5:	Fats, Oils, Sugar, and Jiggery

	Block-3: Food and Metabolism
Unit 1:	Energy: Basic Concepts, Energy Imbalance, Concept of Metabolism, Metabolism of Carbohydrates, Lipids, and Proteins
Unit 2:	Anabolism and Catabolism, Caloric Requirement
Unit 3:	Factors Affecting Energy Requirement and Expenditure, Factors Affecting BMR (Basal Metabolic Rate)

	Block-4: Yogic Concept of Diet & Nutrition
Unit 1:	Concept of Ahara (Diet) and Mitahara (Moderation)
Unit 2:	Classification of Yogic Diet According to Traditional Texts
Unit 3:	Pathya and Apathya in Yogic Diet
Unit 4:	Diet According to Prakriti (Body Constitution) - Vata, Pitta, and Kapha

	Block-5: Swasthavritta
Unit 1:	Meaning, Definition, Aims, and Aspects of Swasthavritta
Unit 2:	Three Pillars of Swasthavritta
Unit 3:	Dincharya (Daily Regimen) & Ratricharya (Night Regimen)
Unit 4:	Ritucharya (Seasonal Regimen)

TEXT BOOKS

1. Balkrishna, A.(2013) .Ayurveda Sidhant Rahasya. ,Divya Prakashan.
2. Balkrishna, A . (2016).Ayurveda Jadi-Buti Rahasya. Divya Prakashana .
3. Gaur, S.K.(2019). Ayurvediya Shareer Kriya Vigyan. Nath Pustak Bhandar.

REFERENCE BOOKS

- Stanley Davidson & others: Human Nutrition & Dietetics, The English Language Book Society & Churchill Livings, Revised Edition
- Dennis Thompson: The Ayurvedic Diet, New age books, New Delhi, 2001.

COURSE DETAILS – 7
SUBJECT NAME – INTRODUCTION TO AYURVEDA
SUBJECT CODE – MPs-GE-107 (Elective)

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

- Understand the basic principles of Ayurveda.
- Have knowledge of different techniques used in Ayurveda to cure general ailments.
- Have basic knowledge of Panchkarma and useful domestic herbal remedies.

Course Outcomes (COs):

After the completion of this course the student will be able to

- COs 1- Describe holistic approach of Ayurveda.
- COs 2- Apply and spread scientific use of ayurveda treatment.
- COs 3- Utilize basic knowledge of Panchkarma for keeping good health

	Block-1: General Introduction To Ayurveda; Definition, Aim, Origin, History And Propagation
Unit 1:	Introduction To Ayurved
Unit 2:	An overview of the primary Ayurvedic literature, such as the Sushruta Samhita and Charaka Samhita
Unit 3:	Ayurvedic conception of health and its use in prevention and promotion of health.
Unit 4:	Ayurvedic fundamentals: Prakruti & Manas, Pancha Mahabhuta, Trimala, Tridosha, and Saptadhatu



	Block-2: Fundamentals of Ayurveda
Unit 1:	Agni, Srotas, and Ama's concept The Ayurvedic concept of Dharniya and Adharniya Vega
Unit 2:	Dravya, Guna, Karma, Virya, Vipaka, and Prabhava are introduced. Health and Disease Factors
Unit 3:	Ayurvedic method of diagnosis and examination. Disease Types, Four Treatment Pillars, and Body-Mind Treatment Principles.
Unit 4:	Characteristics of Vaidya and Shishya.

	Block-3: Ahara and Panchkarma
Unit 1:	Concept of Upasthambha; Concept of Ahara, Aharapachana, Pathya&Apathya in Ayurveda
Unit 2:	Concept of Ojas in Ayurveda; Role of Ayurvedic diet in health and prevention
Unit 3:	Introduction to Panchkarma as ShodhanChikitsa with its three domain Poor-vakarma (Snehan&Svedan), Pradhan karma (Vaman, Virechan, Vasti, Nasya, Raktamokshan) and Paschat karma (Pachan, Rasayan and Vazikaran).

TEXT BOOKS

1. Balkrishna, A.(2013) .Ayurveda Sidhant Rahasya. ,Divya Prakashan.
2. Balkrishna, A . (2016).Ayurveda Jadi-Buti Rahasya. Divya Prakashana .
3. Gaur, S.K.(2019). Ayurvediya Shareer Kriya Vigyan. Nath Pustak Bhandar.

REFERENCE BOOKS

4. Stanley Davidson & others: Human Nutrition & Dietetics, The English Language Book Society & Churchill Livings, Revised Edition
5. Dennis Thompson: The Ayurvedic Diet, New age books, New Delhi, 2001.

COURSE DETAILS – 8
SUBJECT NAME – INTRODUCTION TO PHYSICAL EDUCATION (Elective)
SUBJECT CODE – MPs-GE -108 (Elective)

CREDIT: 4	CA: 30	SEE: 70	MM: 100
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Course Objectives:

- The module is prescribed in the course to inform the students about the role of Physical education on holistic health & development
- Provide knowledge of emerging trends in physical education.

Course Outcomes (COs):

After the completion of this course the student will be able to

- COs 1- Describe and understand the basic concepts of Physical Education.
- COs 2- Apply the knowledge of physical education for their physical development.
- COs 3- Explain emerging trends of physical education in current scenario

	Block-1: Introduction to Physical Education
Unit 1:	Definition of Physical Education, Aim, and Objectives
Unit 2:	Principles of Physical Education
Unit 3:	Relationship of Physical Education with General Education
Unit 4:	Misconceptions Regarding Physical Education and Personality Development

	Block-2: Philosophical aspect of Physical Education
Unit 1:	Meaning of Philosophy, Role of Philosophy in Physical Education
Unit 2:	Different Philosophies Applied to Physical Education- Idealism, Pragmatis, Realism, Naturalism, Existentialism
Unit 3:	Need and Importance of Different Philosophies in Modern Physical Education Program.



	Block-3: Biological Concept of Physical Education
Unit 1:	Definition and Importance of Biological Principles, Growth and Development
Unit 2:	Heredity and environment, Somato types, Sex differences
Unit 3:	Use, Disuse and Over use, Chronological, physiological and anatomical ages

	Block-4: Emerging Trends in Physical Education
Unit 1:	Career opportunities in Physical Education and Sports: As a Physical Education teacher, Coach / trainee, Gym instructor, Physiotherapist, Psychologist, Dietitian, Sports administrator/manager, Rehabilitator, Adventure Sports, Water Sports
Unit 2:	Worldwide therapeutic acceptance of Yoga, Fast growing professional in sports.

REFERENCE BOOKS

1. Kamlesh M.L., "Physical Education, Facts and foundations", Faridabad P.B. Publications.
2. Barrow Harold M., "Man and movements principles of Physical Education", 1978.
3. Ravanes R.S., "Foundation of Physical Education", Houghton Millin Co. Boston USA (1978)

COURSE DETAILS – 9
SUBJECT NAME – COMMUNICATIVE ENGLISH
SUBJECT CODE – MPs-AECC-101

CREDIT: 2	CA: 20	SEE: 30	MM: 50
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Course Objectives:

The course will

- Introduce the basic concepts of effective communication skills.
- Improve English communication of the students.

Course Outcomes:

After the completion of this course the students will be able to

- COs 1- Read and Write the English texts.
- COs 2 - Establish efficient social relations with different cultures.

	Block-1: Concept of Communication
Unit 1:	Communication definition and concept
Unit 2:	Process, Elements and steps/phase of Communication
Unit 3:	Means, Methods, Mode of Communication
Unit 4:	Verbal-oral-written Communication. Non-verbal-sign language, Body Language.

	Block-2: Flow and Barriers of Communication
Unit 1:	Flow of Communication: Formal/Informal.
Unit 2:	Barriers of Communication- Intrapersonal, interpersonal & organizational
Unit 3:	Recapitulation- Linguistic Communication, Patter of Communication, Group Discussion



Unit 4:	History of English Communication and print Media in India.
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	Block-3: Grammar and Usage
Unit 1:	Noun, Pronoun, Verb
Unit 2:	Adjective, Preposition, Conjunction
Unit 3:	Rules (Translation, Punctuation, Capitalization and Abbreviation Rules)
Unit 4:	Subject-Verb Agreement Rules, Sentence Correction Rules

	Block-4: Literature
Unit 1:	Active and Passive Voice
Unit 2:	Direct and Indirect Speech, Suffixes and Prefixes
Unit 3:	Antonyms and synonyms, Homophones and Homonyms & Letter writing
Unit 4:	Literature Summary: Key Aspects of Ramanujan's Life and Work

REFERENCE BOOKS

1. Power of Communication: Skills to Build Trust, Inspire Loyalty, and Lead effectively, by Helio Fred Garcia, 2012
2. Pone Communicates, Few Connect: What the Most Effective People Do Differently. Maxwell, 2010
3. Interviewing: A Programmed Approach to Effective Communication, by David Dans, Margaret T. Hearn, Max R. Uhlemann and Allen E. Ivey, 2010
4. Art and Science of Communication: Tools for Effective Communication in the place, by P. S. Perkins and Les Brown, 2008
5. Listening Effective Groups: The Art of Small Group Communication, by Randy Fujishin,