

Proposal for New Course		
Course Number	:	MB514
Course Name	:	Communication Skills for Managers
Credits	:	2-0-0-2 (L-T-P-C) ¹
Prerequisites	:	None
Intended for	:	MBA
Distribution	:	Compulsory
Semester	:	Even/Odd

Preamble

This course will equip students with essential skills of managerial communication. This course focuses on ensuring that students become effective communicators in a managerial context by learning to apply concepts of strategic communication. Students will learn concepts of effective communication and the application of those concepts through case studies and role-plays. Through a blend of theory and practice, students will be able to improve their communication skills and orient themselves better to contemporary industry expectations.

Objective

This course is a blend of theory and practice. It seeks to equip students with concepts of effective communication and their applications in managerial contexts.

On completion of this course, the student should be able to:

- Communicate effectively and persuasively
- Develop and deliver effective presentations
- Understand concepts of managerial communication
- Improve verbal and non-verbal communication

¹ L= Lectures per week, T=Tutorials per week – P = Practical/Lab session per week – C = Credits for course

Course Modules with Quantitative lecture hours		
Module 1	Best Practices for Effective Communication	(6 hours)
<p>This Module introduces the basic concepts of effective communication. These will include foundations of organizational communication; communication barriers and ways to overcome them; speaking and listening skills; audience centric communication framework. The objective of this module is to introduce the concepts of effective communication to the students and equipping them with strategies to craft clear and concise messages.</p>		
Module 2	Persuasion and Influence	(6 hours)
<p>This Module introduces persuasive communication strategies to students. This will be an inter-disciplinary module, with theories from rhetoric, strategy and negotiation informing the content. Frameworks include the Aristotelean persuasive framework, Toulmin's Method of argumentation and storytelling strategies. The application of these theories will be illustrated through appropriate case studies.</p>		
Module 3	Public Speaking and Presentation Skills	(8+4 hours)
<p>The third Module will focus on effective presentation preparation and delivery. For preparing presentations, students will learn how to craft a perfect blend of data and narrative through design, structuring of content, using multimedia, and storytelling techniques. This module will also include aspects of effective non-verbal communication, managing questions, framing presentations, using gestures and postures, and public speaking skills. Students will be required to prepare and deliver group presentations as a part of this module.</p>		
Module 4	Workshop on Interview Skills	(4 hours)
<p>The final module of this course will equip students with communication skills and strategies for cracking interviews. This module will be delivered in workshop mode, with role-plays and feedback</p>		

sessions with the students. Topics covered in this module include cross-cultural communication, understanding industry narratives, techniques of articulation and frameworks for handling questions

Textbooks:

1.	Bovee, Courtland L., John V. Thill and Roshan Lal Raina. Business Communication Today. Tenth Edition. Delhi: Pearson, India, 2018.
2.	
3.	
4.	

Reference Book:

1.	Morgan, N., Cialdini, R. B., Review, H. B., Tannen, D. (2013). HBR's 10 Must Reads on Communication (with Featured Article "The Necessary Art of Persuasion," by Jay A. Conger). United States: Harvard Business Review Press.
2.	
3.	

Case Studies:

1. Super Bowl Storytelling (Shelle Santana, Jill Avery)
Link: <https://hbsp.harvard.edu/product/519041-PDF-ENG?Ntt=super%20bowl>
2. A Persuasion Strategy for Universita' Bocconi: An Exercise (Giovanni Gavetti)
Link: <https://hbsp.harvard.edu/product/711517-PDF-ENG?activeTab=include-materials&itemFindingMethod=#educator-copy>

3. Managing Up (A): Grace (Karen MacMillan)

Link: <https://hbsp.harvard.edu/product/W15269-PDF-ENG?Ntt=managing%20up%20grace>