

Indian Institute of Management
Ahmedabad

MANAGERIAL COMMUNICATION

Credit 1.25 unit

Faculty Prof. Rajeev Sharma

Academic Associate

COURSE OBJECTIVES

To improve the managerial communication skills in:

- Information sharing
- Conversation
- Listening
- Persuasion and assertiveness
- Giving and receiving feedback
- Written and electronic communication
- Presentation

The emphasis will be on conversational communication in organizational and business situations and public speaking.

LEARNING AND EVALUATION

The learning process in this skill development course is based on participation, observation, reflection, readings, films and

feedback from participants and faculty. Therefore, regular attendance and individual effort in preparing and participating in the class are essential.

Each student will be required to develop and make several presentations, participate in exercises and role plays and work on a project. Guidelines for these will be provided separately.

CP and Attendance	20%
Business Presentation	20%
Story telling	15 %
Extempore speech	15%
Participation in exercises and role plays	10%
Project	20%

Time frame for all the assignments will be finalized in consultation with students. Late submissions will not be accepted.

There is no separate examination but total grades will be computed based on above modules. Guidelines for evaluation of each module will be provided in the class.

Session outline

Session 1 and 2	Introduction and Barriers to communication
------------------------	--

Session 3 and 4	Listening for managerial effectiveness and Feedback
Session 5 and 6	Assertiveness and Persuasion
Session 7 and 8	Storytelling
Session 9 and 10	Extempore and preparation for Business Presentation
Session 11 and 12	Student presentations and Feedback on presentations
Session 13 and 14	Feedback (contd.) and Articulating subtleties...
Session 15 and 16	Communicating Change
Session 17	Communicating through Social Media
Session 18 and 19	Articulating subtleties...(contd.) and Guest Faculty
Session 20 and 21	Cultural issues in communication
Session 22 and 23	Language, Gender and communication
Session 24 and 25	Project Presentations

Topics and Readings

Introduction and Barriers to Communication

The innards of communication –

M.M.Monippally

Barriers and aids to communication – Asha Kaul

Listening for managerial effectiveness

Active Listening: Carl Rogers & Richard E. Farson

Listening and Non-Verbal Communication – H.D.O’Hair, M.J.O’hair and J.S.rourke

Feedback

Feedback is a two - way street – Harriet V. Lawrence and Albert K. Wiswell

Feedback that works – Cynthia M. Phoel

Assertiveness and Persuasion

The necessary art of Persuasion – Jay A. Cagner

The value of assertiveness in interpersonal communication- J.E.Hulbert and Doris Hulbert

Story telling

Bring Stories to Work – Deborah Shouse and Susan Fenner

How storytelling builds next-generation leaders – Douglas Ready

Extempore Speech

Speaking with Impact – Meenakshi Sharma

Preparation for Business presentations

Weaving in stories makes a presentation memorable – Muli Vincent

Audience Analysis – Michael E. Hattersley and Linda McJannet

Articulating subtleties: Communicating feeling, action and behavior

Keys to effective email – Nancy Flynn and T. Flynn

Business Letters – the winning tone – M.M. Monippally

Communicating Change

Communicating Change - A Case for Multiple Methods by Hayden Bennett

Communication as a Change Tool - Stever Robbins.

Designing organizations that are built to change - Christopher G. Worley and Edward E. Lawler III

Communicating through Social Media

Talking with the Groundswell - Charlene Li and Josh Bernoff

‘Social media? Get serious! Understanding the functional building blocks of social media’ - Jan H. Kietzmann and et al

‘Social spending: Managing the social media mix’ - Bruce D. Weinberg and Ekin Pehlivan

Cultural issues in communication

Communication for Intercultural Management - Arthur H. Bell and Dayle M. Smith

Communication Style and Cultural Features in High/Low Context Communication Cultures - Shoji Nishimura , Anne Nevgi and Seppo Tella

Language, Gender and communication

The Power of Talk – Deborah Tannen

Communication Essentials for Female Executives to Develop Leadership Presence: Getting Beyond the Barriers of Understating Accomplishment - Anett D. Granta and Amanda Taylor

Leading through Negotiation: Harnessing the Power of Gender Stereotypes - Laura J. Kray