

**Indian Institute of Management, Ahmedabad**

**MANAGERIAL COMMUNICATION (MC), 2015-16, Sixth Term**

<b>1. Students</b>	MC-A (30 max); MC-B (30 max)
<b>2. Credit</b>	One unit
<b>3. Faculty</b>	Brij Kothari, Wing 14 (H); Tel: 6632-4938(O) <brij@iimahd.ernet.in> (preferred way to communicate)
<b>4. Course Associates</b>	MC-A: Aarthi Raghavan, Wing 8 (K); Tel: 6632-4880; <aarthir@iimahd.ernet.in >  MC-B: Madhvi Pathak, Wing 3 (A); Tel: 6632-4821; <madhvip@iimahd.ernet.in >

**5. Course Objectives**

1. Develop a communication perspective
2. Hone skills in communicating effectively in corporate situations
3. Enhance interpersonal, listening and presentation skills
4. Develop written competence
5. Raise awareness about the dynamics of communication in a business environment

**6. Learning and Evaluation**

Learning in this skill development course may be expected mostly from participation, observation, readings, videos, feedback from fellow students and faculty, above all, a growing awareness of one's strengths and weaknesses. Therefore, regular attendance and individual effort is essential.

The course is structured around hands-on exercises and the readings are intended as reference or background material for the topic of the day. While it is not necessary to scour the relevant readings in preparation for every class (and I'm told this does not happen in any case – no pun here!), you are expected to at least do a reasonably slow browse.

Every student is required to make two individual presentations. The presentations will be video recorded and will receive a collective feedback from the class and faculty. The first round of presentations will be based on an assigned reading from the course packet – a different reading for every student. In the second round you will choose your own topic.

Finally, you will work on a group project for which the guidelines are attached. Groups will be assigned, randomly.

## 7. Evaluation

Class participation (Including role plays and class exercises)	30 %
Two presentations (15% + 15%) <i>Mon, Jan. 4 &amp; Mon, Jan. 11, 2016</i>	30 %
Reflections on a communication situation in a corporate context (e.g., summer internship), max 300 words <i>Due: Sat, Jan. 2, 2016</i>	10 %
Personal communication log with reference to articles (max 500 words, not including references) <i>Due: Wed, Jan. 6, 2016</i>	15 %
Group project (max 1500 words + max 300 words on group communication) <i>Due: Mon, Jan. 18, 2016</i>	15 %

## MC 2015-2016: Sixth Term

### Date-wise Outline

Note: This outline is to give you an overview of the course. To the extent possible, it will be followed. However, some rescheduling may be required.

<b>Day 1</b>	<b>Tue, Dec 29: 08:45 – 11:35</b> <b>Tue, Dec 29: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>
Topic	Semantics of communication	
Readings	1. DeVito, J. A. (1995) "Nonverbal Messages: Body and Sound." <i>The Interpersonal Communication Book</i> , United States of America: Harper Collins College Publications, 223-242.  2. Robbins, S. (2000) "Communication Breakdown: Nine mistakes Managers Make." <i>Harvard Communication Letter</i> , 3, 9, 1-3.  3. Roethlisberger, F. J. (1953) "The Administrator's Skill: Communication." <i>Harvard Business Review</i> , 31, 6, 55-62.	
Videos	Avoiding Communication Breakdown (25 minutes)	
<b>Day 2</b>	<b>Wed, Dec 30: 08:45 - 11:35</b> <b>Wed, Dec 30: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>
Topic	Communication models; Developing a communication perspective	
Exercise	Sequential communication Elevator pitch	
Reading	1. DeVito, Joseph (1995) "Universals of Interpersonal Communication" <i>The Interpersonal Communication Book</i> , United States of America: Harper Collins College Publishers, 5-24.  2. Covey, S. (1992) "Emphatic Communication." <i>The Seven Habits of Highly Effective People</i> , London: Simon Schuster, 236-25.  3. Gemmil, G. (1970) "Managing Upward Communication." <i>Personnel Journal</i> , (February), 107-110.	
<b>Day 3</b>	<b>Thu, Dec 31: 08:45 - 11:35</b> <b>Thu, Dec 31: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>
Topic	Dynamics of presentations	
Reading	1. Hattersley, M.E. and McJannet, L. (1997). "Audience Analysis." <i>Management Communication</i> , New York: McGraw-Hill.  2. Morgan, N. (2001) "The Kinesthetic Speaker." <i>Harvard Business Review</i> , (April 2001), 113-120.  3. O' Hair H.D., O' Hair M. J. and O' Rourke, J.S. (2001). "Business Speaking." <i>Business Communication-a framework for success</i> , United States of America: South –Western College Publishing, 143-135,139-153.  4. Penrose, J.M, Rasberry, R.W. and Myers, R. J. (2001) "The Business Presentation." <i>Advanced Business Communication</i> , United States: South Western College Publishing, Thomson Learning, 240 -257.	
Videos	Business Speaking	

<b>Day 4</b>	<b>Sat, Jan 2: 08:45 - 11:35</b> <b>Sat, Jan 2: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>
Topic	Listening	
Exercise	Group exercise in triads	
Readings	1. Hattersley, M.E. and McJanet, L. (1997). "Giving and Receiving Feedback" <i>Management Communication</i> , New York: McGraw-Hill  2. O' Hair, H.D., O' Hair M. J. and O' Rourke J.S. (2001) "Listening and Nonverbal Communication." <i>Business Communication-a framework for success</i> , United States of America: South –Western College Publishing, Thomson Learning, 211-240.  3. Lawrence, H.V. and Wiswell, A.K. (1995) "Feedback is a Two-Way Street" <i>Training and Development</i> , 49, 7, 49-52.	
Videos	Breakthrough Listening (20 minutes) Active listening (Imran case)	
<b>*SUBMISSION 1*</b> <b>(in print)</b>	<b>Sat, Jan 2</b> , beginning of class: Reflections on a communication situation in a corporate context (e.g., summer placement), max 300 words. Late submissions will not be accepted.	<b>MC-A</b> <b>MC-B</b>
<b>Day 5</b>	<b>Mon, Jan 4: 08:45 - 11:35 (may extend to complete recording)</b> <b>Mon, Jan 4: 17:40 – 20:30 (may extend to complete recording)</b>	<b>MC-A</b> <b>MC-B</b>
Topic	Video recording of presentations: Round I (assigned articles, no power point, over-head projector & other props allowed)	
Exercise	4 minutes, individual presentations	
<b>Days 6 &amp; 7</b> <b>*Special Sessions*</b>	<b>Tue, Jan 5: 08:45 - 11:15</b> (1 <sup>st</sup> half reviews) <b>Tue, Jan 5: 11:15 – 13:45</b> (2 <sup>nd</sup> half reviews) <b>Tue, Jan 5: 15:00 - 17:30</b> (1 <sup>st</sup> half reviews) <b>Tue, Jan 5: 18:00 – 20:30</b> (2 <sup>nd</sup> half reviews)	<b>MC-A</b> <b>MC-A</b> <b>MC-B</b> <b>MC-B</b>
Topic	Review of Presentations; Communication Log	
<b>Day 8</b>	<b>Wed, Jan 6: 08:45 - 11:35</b> <b>Wed, Jan 6: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>
Topic	Communication in managerial situations	
Exercise	Video recording of role-plays (times and role-play groups to be assigned). You need to come for the recording of your role-play only.	
Readings	1. Guffey, Mary Ellen (2000) "Communicating in Teams: Listening, Nonverbal Communication, Collaboration, and Meeting Skills" Chapter II. In <i>Business Communication</i> , Singapore: Thomson, South Western, 36-66  2. Murphy, H.A. and Hildebrandt, H.W. (1991) "Successful Business meetings" in <i>Effective Business Communications</i> , New York: McGraw Hill, 673-702	
<b>*SUBMISSION 2*</b> <b>(in print)</b>	<b>Wed, Jan 6:</b> Personal communication log with reference to articles; maximum 500 words. Late submissions will not be accepted.	<b>MC-A</b> <b>MC-B</b>
<b>Day 9</b>	<b>Fri, Jan 8: 08:45 – 11:35</b> <b>Fri, Jan 8: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>

Topic	Review of exercises in managerial situations	
Readings	<p>1. Shouse, D and Fenner, S. (2003) "Bring Stories to Work" <i>Office Pro</i>, Vol. 63 Issue 7, 17-19</p> <p>2. Muli, Vincent (2001), "WEAVING IN STORIES MAKES A PRESENTATION MEMORABLE" <i>Presentations</i>, 2001, Vol. 15, Issue 9, 74-75</p> <p>3. Kaufman, B (2003) "Stories That SELL, Stories That TELL" <i>Journal of Business Strategy</i>, Vol. 24 Issue 2, 11- 15</p> <p>4. Ready, D.A. (2002) "How <i>Storytelling</i> Builds Next-Generation Leaders" <i>MIT Sloan Management Review</i>, Vol. 43 Issue 4, 63-70</p>	
Videos	<p>Art of Resolving Conflicts (36 mins.)</p> <p>Art of Giving/Receiving Criticism (20 mins.)</p>	
<b>Day 10</b>	<p><b>Sat, Jan 9: 08:45 - 11:35</b></p> <p><b>Sat, Jan 9: 17:40 – 20:30</b></p>	<p><b>MC-A</b></p> <p><b>MC-B</b></p>
Topic	Business writing; E-mail Gender and communication	
Readings	<p>1. Ashforth B.E. and Johnson S. A. (2001) "Which Hat to Wear? The Relative Salience of Multiple Identities in Organizational Contexts." <i>Social Identity Process in Organizational Contexts</i>, Philadelphia: Psychology Press, 31-48</p> <p>2. Powell, G.N. and Graves, L. M. (2003) "Working in Teams." <i>Women and Men in Management</i>, United States of America: SAGE Publications, 102-132</p> <p>3. Powell, G.N. and Graves, L. M. (2003) "Promoting Nondiscrimination, Diversity and Inclusion." <i>Women and Men in Management</i>, United States of America: SAGE Publications, 217-247.</p> <p>4. 1. Dr. Wheeler's Website (2004) "Logical Fallacies Handout" <a href="http://web.cn.edu/kwheeler/documents/Logic_Fallacies_List.pdf">http://web.cn.edu/kwheeler/documents/Logic_Fallacies_List.pdf</a></p> <p>5. Good resource: <a href="http://www.uvu.edu/owl/infor/handouts.html">http://www.uvu.edu/owl/infor/handouts.html</a></p> <p>6. Monippally, M.M (2001) "Business Letters -The Winning Tone" in <i>Business Communication Strategies</i>. New Delhi: Tata McGraw Hill, 162-183.</p> <p>7. Flynn, Nancy and Flynn, T (1998) <i>Writing Effective E-Mail</i> California: Crisp Publications.</p>	
<b>Day 11</b>	<p><b>Mon, Jan 11: 08:45 - 11:35</b></p> <p><b>Mon, Jan 11: 17:40 – 20:30</b></p>	<p><b>MC-A</b></p> <p><b>MC-B</b></p>
Topic	Video recording of presentations: Round II (topic of one's choice, power)	
Exercise	4 min. individual presentations; 1 min. for questions; onus of asking question on previous presenter and last presenter asks first one.	
<b>Day 12</b>	<p><b>Tue, Jan 12: 08:45 - 11:35</b></p> <p><b>Tue, Jan 12: 17:40 – 20:30</b></p>	<p><b>MC-A</b></p> <p><b>MC-B</b></p>

Topic	General feedback on 2 <sup>nd</sup> round of presentations; Interviewing	
<b>Day 13</b>	<b>Wed, Jan 13: 08:45 - 11:35</b> <b>Wed, Jan 13: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>
Topic	Guest lecture if possible.	
Readings	To be distributed in a previous class, if any.	
<b>Day 14</b>	<b>Fri, Jan 15: 08:45 - 11:35</b> <b>Fri, Jan 15: 17:40 – 20:30</b>	<b>MC-A</b> <b>MC-B</b>
Topics	Small talk, Persuasion, Course feedback	
Readings	<p>1. Conger, J. A. (1998) "The Necessary Art of Persuasion." <i>Harvard Business Review</i>, (May- June), 84-95.</p> <p>2. Hattersley, Michael (1991) "Persuasion" <i>Harvard Business School</i> (September),</p> <p>3. Sussman, Lyle (1999) "How to Frame a Message: The Act of Persuasion and Negotiation" <i>Business Horizons</i> (July- August), 44-49</p> <p>4. Penrose, J.M, Rasberry, R.W. and Myers, R. J. (2001) "Job Search Strategies." <i>Advanced Business Communication</i>. United States: South Western College Publishing, Thomson Learning, 371- 428.</p>	
Video	The Power of Persuasion (55 minutes)	
<b>*SUBMISSION 3* (in print)</b>	<b>Mon, Jan 18:</b> Group Projects due at the beginning of class; max 1500 words plus max 300 words on communication within group. Late submissions will not be accepted.	

## **Project Guidelines**

### *Task*

Identify an organisational communication situation, on or off-campus, that is a concern and/or can be improved. You will need to talk to the various stakeholders related to the communication context. Your task is to draw upon certain key theoretical ideas/concepts from the literature and discuss their relation to the communication situation identified. Specifically, discuss how the communication situation can be improved, in consultation with the various stakeholders and by drawing upon literature.

You will need to be careful not to name individuals, since this will only hinder the implementation of the proposed changes. However, for illustrative purposes, you may name your stakeholders as A, B, C, etc.

### *Resources*

The course readings may be sufficient for this exercise but you are free to draw upon other readings. The emphasis is not on the number of articles or concepts you draw upon, but rather, on how you relate them to the situation. Please reference the relevant article(s).

### *Groups*

This project is to be conducted in groups of 5-6 people. Individuals will be assigned to groups, somewhat randomly, since the randomness is expected to pose a greater communication challenge within the group – something you will reflect upon.

### *Outputs expected*

- i) Project report: max 1500 words, typed, double-spaced (this does not include the article references, which should be typed on a separate page.)
- ii) An additional max 300 words on communication within the group – effectiveness, constraints and strategies.

### *Submission deadline (no exceptions):*

MC-A & MC-B:      Mon, January 18, 2016 (beginning of class)