



---

**FIRST SEMESTER 2015-2016**  
**Course handout (Part-II)**

**Date: 03/08/2015**

In addition to part-I (General Handout for all courses appended to the timetable) this portion gives further specific details regarding the course.

**Course No.** : BITS F320/MBA C320  
**Course Title** : Managerial Skills  
**Instructor-in-charge** : Dr. R. RAGHUNATHAN

**1. Scope and objective of the course:**

The objective of this course is to provide students with a compact kit of skills that will enable them to act as professional managers even without any prior work experience. It is believed that by virtue of having learnt to avoid usual mistakes and traps these students will enjoy a head start in their work situations vis-à-vis all others.

**2. Text Book:**

**EDD Notes**

Reading materials on various course topics will be made available to the students and they are requested make necessary copies of these materials on their own.

**Reference:**

- R1. David Rees and Christine Porter, Skills of Management, Thomson Learning, 2001, 5<sup>th</sup> edition.
- R2. Joseph T. Straub, The Rookie Manager, AMACOM, 2000.

**Handouts:**

Extensive reading materials and slide handouts will be made available in the course file at Library and in case soft copies of the same are available, it will be placed in the course page at Nalanda.





### 3. Course Plan:

Lecture No.	Learning Objectives	Topic(s) to be covered
1	Brief overview of course and sharing operational details.	Introduction to the course
2	Define who is a manager; his role and functions in an organization.	The Role of a Manager
3	To study the elements of a goal; types of goal; steps, approaches and difficulties in goal setting; how to make goals visible. Define a team; know when to use a team; types of team; how to build and manage a team; evaluate the performance of a team.	Goal Setting and Team Building
4	To understand the objectives of supervision; role and responsibility of a supervisor; tools available for supervision and problems of supervision.	Basics of Supervision
5	Study what is leadership; why leadership is required, differentiate leader and a manager; leadership styles.	Leadership
6	Overview of decision making; process, conditions, types, models, styles, team decisions and role of intuition.	Decision Making
7	Provides an overview of negotiation skills; definition; know when to negotiate, when not to negotiate; approaches to negotiation; the negotiation process.	Negotiation Skills & Techniques
8	Why managers are required to communicate; communication process, channels, network, flow, forms; understanding communication barriers.	How Managers Communicate
9	Scope of interview; interview types, formats; how to conduct an interview; skills of an interviewer.	Selection and Interview
10	Define induction; induction vs. orientation vs. training; induction: importance, goals, stages, design; evaluation of an induction program.	Process of Induction
	To understand the concept of training and development; skill vs. knowledge; training process, methods; evaluation of a training program.	Training and Development
11	Define delegation; benefits & dangers of delegation; know what to delegate, what not to delegate; delegation process; how to monitor results.	Delegation
	Identifying employee performance; systematic vs. informal appraisal; deciding who should conduct the appraisal; methods for measurement; rater errors; appraisal feedback.	How to Appraise Employees





Lecture No.	Learning Objectives	Topic(s) to be covered
12	Approaches to time management; how to prioritize; ways to overcome procrastination; reducing time wasters; how to resist interruptions.	How to Manage Time
	Committee- what and why; successful committees; types of committee; positive and negative aspects of committees; leadership and chairing committees.	Use of Committees
13	Meeting types; organizing for meeting; agenda; conducting meetings; participating in a meeting; managing meeting facilities.	How to Handle Meetings
	Understand grievances in organization, sources; effects of unresolved grievance; steps for informal grievance handling; do's and don'ts in grievance handling.	Grievance Handling

#### 4. Evaluation Scheme:

Evaluation Component	Weightage (%)	Duration	Operational Details	Nature of Component	Date, Time and Venue
Mid Term Test	25	90 Min.	Theoretical and or Application oriented questions	Closed book	8/10 4:00 - 5:30 PM
Assignment(s)/ Case studies	40	NA	To be announced in the class	In-class and Take home	Continuous
Comprehensive Exam	35	3 hours	Theoretical and or Application oriented questions	Closed Book	9/12 AN

5. Chamber Consultation hours: Tuesday 5:00 p.m. to 6:00 p.m.

6. Notices: Notices, if any, will be displayed on Management Notice Board only.

Instructor-in-Charge  
BITS C320/MBA C320

