



**JAIPURIA INSTITUTE OF MANAGEMENT
PGDM; TRIMESTER III; ACADEMIC YEAR 2019-20**

1. Course Information

Course Code and title	Applied Managerial Communication (AMC 301)
Credits	3
Term and Year	III Term, 2019 -20
Course Pre-requisite(s)	Basic communication skills
Course Requirement(s)	(Term I & II Courses of Business Communication Area)
Course Schedule (day and time of class)	As notified in time table
Classroom # (Location)	
Course Instructor	Dr Abhijit Nair
Course Instructor Email	abhijit.nair@jaipuria.ac.in
Course Instructor Phone (Office)	
Student Consultation Hours	
Office location	

2. Course Overview

The course recognizes that challenges exist for creating and implementing effective communication both inside organizations (between individuals and groups) and outside organizations (with markets, partners, and influential third parties).

Individuals within organizations continue to experience change in their relationships with their own colleagues and with people in other organizations. Technology has an increasingly significant impact on the content and methods of organizational communications, particularly at the managerial levels.

Managers' roles are evolving into emphasizing negotiation, coaching, collaboration, and consensus building. Managerial communicators have to rely on situational analysis and planning in order to achieve ongoing effectiveness in communication.

This course would introduce key concepts of communication theory, strategy, and implementation within organizational settings helping the learners' develop required skills to apply those in realistic situations.

We want the students to LEARN	The course will PREPARE them to	They will BECOME
How to apply the concepts of workplace communication to managerial situations	Effectively handle interpersonal conflicts and build cordial relationships	Balanced networking professionals

3. Course Learning Outcomes

At the end of the course the learners will be able to:

PLO1: Communicate effectively and display good inter-personal skills.

CLO 1: Apply communication tools to resolve conflicts in groups (APPLYING) (PLO1)

CLO 2: Formulate cordial and strategic relations in various business settings with traditional and technological communication tools/techniques. (CREATING) (PLO1)

CLO 3: Develop sensitivity to cross-cultural communication. (APPLYING) (PLO1)

4. Topics under Beyond Classroom Learning:

Topics mentioned hereunder needs to be covered as part of independent learning by students, and therefore it is advisable that students read these topics from various sources. It is also advisable that students maintain notes on these topics for recall, retention, and summarization of ideas. It is strongly advisable that students must form 'study circle' and meet periodically for discussion and peer learning.

Project Earn Goodwill is beyond the Campus project wherein the students communicate with NGOs and Corporate various times to complete the project.

5. Course Learning Outcomes – KSA Framework

Knowledge (Theoretical)

Knowledge (Application)

CLO 1: Apply communication tools to resolve conflicts in groups

Skill

CLO 2: Formulate cordial and strategic relations in various business settings with traditional and technological communication tools/techniques.

Attitude

CLO 3: Develop sensitivity to cross-cultural communication.

Distribution of Knowledge, Skill, and Application in CLOs

	Knowledge	Skill	Attitude
KSA Ratio	1	1	1
KSA %	33	33	33

6. Session Plan

Session No.	Topic/Sub Topic	Session Details	
1	Importance of Communication for various Managerial KRAs in the Business Context	Text Book/ Reading	Course Outline
		Pedagogy	Class discussion
		CLO	1, 2, 3
		SLO*	At the end of the session, the student will comprehend what the Course Outline is all about. The students will also follow the assessment tasks of the course.
2	Social Media Communication Strategies *Assessment Debrief of Social Media Communication	Text Book/ Reading	Pre-read on Social Media Communication Strategies
		Pedagogy	Pre-classroom reading, Classroom Discussion, Video
		CLO	2
		SLO*	At the end of the session the students will get acquainted Social Media Communication Strategies
3	Team & Leadership Communication	Text Book/ Reading	Pre-reads on Team and Leadership Communication
		Pedagogy	Pre-classroom reading, Video and Classroom Discussion
		CLO	1, 2
		SLO*	At the end of the session the student would learn the art of communicating in teams and as leaders.

4	Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings	Text Book/ Reading	Pre-reads on Internal Business Communication
		Pedagogy	Pre-classroom reading, Student Presentation, Feedback and Classroom Discussion
		CLO	1, 2
		SLO*	At the end of the session the student would get acquainted with the processes Internal Business Communication
5	Workplace Communication : Developing Assertiveness	Text Book/ Reading	Pre-reads on Workplace Communication : Developing Assertiveness
		Pedagogy	Pre-classroom reading, Student Presentation, Feedback and Classroom Discussion
		CLO	1
		SLO*	At the end of the session the student would learn the art of communicating at workplace with assertiveness
6	Communication for Conflict Management	Text Book/ Reading	Pre-read on Communication for Conflict Management
		Pedagogy	Pre-classroom reading, Practice of Listening Skills, Students presentation, Feedback & Classroom Discussion
		CLO	1, 2
		SLO*	At the end of the session the students will get acquainted the processes of understanding and resolving conflicts through communication
7	Subtle art of persuasive communication– Logical & Emotional Persuasion	Text Book/ Reading	Pre-reads on Subtle art of persuasive writing – Logical & Emotional Persuasion
		Pedagogy	Pre-classroom reading, Students presentation, Feedback & Classroom Discussion
		CLO	1, 2

		SLO*	At the end of the session the student would learn the nitty gritty of the art of persuasive writing – Logical & Emotional Persuasion
8	Leveraging available Content and Communication Tools to Pitch an Idea: Project Earn Goodwill Presentation: NGO Study, Work Plan & Pitch to Corporates	Text Book/ Reading	Pre-reads on Leveraging available Content Communication Tools to Pitch an Idea
		Pedagogy	Students presentation, Feedback & Classroom Discussion
		CLO	1, 2, 3
		SLO*	At the end of the session the student would understand how to use various communication tools and techniques to pitch their idea to corporates
9	Leveraging available Content and Communication Tools to Pitch an Idea: Project Earn Goodwill Presentation: NGO Study, Work Plan & Pitch to Corporates	Text Book/ Reading	Pre-reads on Leveraging available Content Communication Tools to Pitch an Idea
		Pedagogy	Students presentation, Feedback & Classroom Discussion
		CLO	1, 2, 3
		SLO*	At the end of the session the student would understand how to use various communication tools and techniques to pitch their idea to corporates
10	Leveraging available Content and Communication Tools to Pitch an Idea: Project Earn Goodwill Presentation: NGO Study, Work Plan & Pitch to Corporates	Text Book/ Reading	Pre-reads on Leveraging available Content Communication Tools to Pitch an Idea
		Pedagogy	Students presentation, Feedback & Classroom Discussion
		CLO	1, 2, 3
		SLO*	At the end of the session the student would understand how to use various communication tools and techniques to pitch their idea to corporates
11	Creative Communication	Text Book/ Reading	Pre-reads on Creative Communication
		Pedagogy	Pre-classroom reading, Students presentation, Feedback & Classroom Discussion

		CLO	1, 2
		SLO*	At the end of the session the student would realize the Importance of Creative Communication
12	Negotiation Skills: Negotiating for Business: Strategy & Tactics. Technology and Business	Text Book/ Reading	Pre- reads on how to improve Negotiation Skills
		Pedagogy	Pre-classroom reading, Student Presentation, Feedback and Classroom Discussion
		CLO	1, 2
		SLO*	At the end of this session, the student improve their Negotiation Skills: Negotiating for Business: Strategy & Tactics. Technology and Business
13	Global Business Etiquette & Cross Cultural communication *Assessment Debrief: Cross-Cultural Sensitivity Exercise	Text Book/ Reading	Pre-reads on Global Business Etiquette & Cross Cultural communication
		Pedagogy	Pre-classroom reading, Student Presentation, Feedback and Classroom Discussion
		CLO	3
		SLO*	At the end of the sessions the students understand the techniques of Global Business Etiquette & Cross Cultural communication
14	Cross Functional Communication : Marketing Communication	Text Book/ Reading	Pre-reads on Cross Functional Communication : Marketing Communication
		Pedagogy	Pre-classroom reading, Student Presentation, Feedback and Classroom Discussion
		CLO	1, 2
		SLO*	At the end of the sessions the students understand Cross Functional Communication: Marketing Communication.

15	Cross Functional Communication: Financial & IT Communication	Text Book/ Reading	Pre-reads on Financial & IT Communication
		Pedagogy	Pre-classroom reading, Student Presentation, Feedback and Classroom Discussion
		CLO	1, 2
		SLO*	At the end of the session the student would learn how to use Cross Functional Communication: Financial & IT Communication
16	Cross Functional Communication : Project Management Communication	Text Book/ Reading	Pre- reads on Cross Functional Communication : Project Management Communication
		Pedagogy	Pre-classroom reading, Student Presentation, Feedback and Classroom Discussion
		CLO	1, 2
		SLO*	At the end of this session, the student learn how to use Cross Functional Communication : Project Management Communication
17	Business's Social Media Communication Consulting Project Presentation & Report Sharing	Text Book/ Reading	Business's Social Media Communication Consulting Project Report
		Pedagogy	Students give Presentation & Share Reports on Business's Social Media Communication Consulting Project
		CLO	1, 2
		SLO*	The students will get to showcase the acquired understanding of the social media uses by business organization
18	Business's Social Media Communication Consulting Project & Presentation & Report Sharing	Text Book/ Reading	Business's Social Media Communication Consulting Project Report
		Pedagogy	Students give presentation & share reports on Business's Social Media Communication Consulting Project
		CLO	1, 2

		SLO*	The students will get to showcase the acquired understanding of the social media uses by business organization
19	Business's Social Media Communication Consulting Project & Presentation & Report Sharing	Text Book/ Reading	Business's Social Media Communication Consulting Project Report
		Pedagogy	Students give presentation & share reports on Business's Social Media Communication Consulting Project
		CLO	1, 2
		SLO*	The students will get to showcase the acquired understanding of the social media uses by business organization
20	Feedback on Assessment: Cross-Cultural Sensitivity Exercise, Discussion on Reports and Role Play Videos	Text Book/ Reading	Students Reports as Pre-reads on Global Business Etiquette & Cross Cultural communication
		Pedagogy	Pre-classroom reading, Discussion on Reports and Role Play Videos, Feedback and Classroom Discussion
		CLO	3
		SLO*	At the end of the sessions the students will get a comprehensive feedback on the techniques of Global Business Etiquette & Cross Cultural communication
21	Practice of Course Content Applied Theories with Corporate Cases	Text Book/ Reading	Pre-reads on communication concepts discussed in the course so far
		Pedagogy	Student Writing & Solving the Cases, Sharing, Feedback & Observations by Peers and Faculty
		CLO	1, 2, 3
		SLO*	The students will get to apply the acquired knowledge on various corporate cases
22	Practice of Course Content Applied Theories with Corporate Cases	Text Book/ Reading	Pre-reads on communication concepts discussed in the course so far
		Pedagogy	Student Writing & Solving the Cases, Sharing, Feedback & Observations by Faculty

		CLO	1, 2, 3
		SLO*	The students will get to apply the acquired knowledge on various corporate cases
23	GUEST SESSION		
24	WRAP-UP SESSION		
	Assessment Presentations: Project Earn Goodwill – Individual Experience Sharing of Various Communication Scenarios Presenting the Group Video of the Task		With End Term Examination of other courses

* Session Learning Outcome

8. Mapping of CLOs with PLOs

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8
CLO 1: Apply communication tools to resolve conflicts in groups	H							
CLO 2: Formulate cordial and strategic relations in various business settings with traditional and technological communication tools/techniques.	H							
CLO 3: Develop sensitivity to cross-cultural communication	H							
Count	3							

9. Mapping of CLOs with GAs

	GA 1	GA 2	GA 3	GA 4	GA 5	GA 6	GA 7	GA 8
CLO 1: Apply communication tools to resolve conflicts in groups			X	X	X			
CLO 2: Formulate cordial and strategic relations in various business settings with traditional and					X			

technological communication tools/techniques.								
CLO 3: Develop sensitivity to cross-cultural communication.			X	X	X			
Count	0	0	2	2	3	0	0	

10. Mapping of CLOs with Key Differentiators

	Key Differentiator 1 Entrepreneurial Mind-set	Key Differentiator 2 Critical Thinking	Key Differentiator 3 Sustainability	Key Differentiator 4 Team Player	Count
CLO 1: Apply communication tools to resolve conflicts in groups				X	1
CLO 2: Formulate cordial and strategic relations in various business settings with traditional and technological communication tools/techniques.				X	1
CLO 3: Develop sensitivity to cross-cultural communication.				X	1

11. Course Linkage

- Before: This is the final course of the Three-Part Courses Series on Business Communications. Before a student does this course, they must have acquire adequate LSRW Business Communication Skills and Applied Knowledge in BC101 and BC201.
- After: This course will prepare students for various situations where their communication skills would become their savior. Since just after this course the students would go to the corporate world for their SIPs, this course prepares them to cultivate healthy relationships, resolves conflicts and use communication strategies for running and improving the business processes.

12. Learning Task and Assessment:

Assessment criteria set out the details by which performance in each task will be judged. This information will give a clear and explicit understanding of the expected standards to be achieved relative to the marks awarded.

	Assessment Task	Assessment Type	Weight age	Session Due
1.	Business's Social Media Communication Consulting Project & Presentation & Report	Report Writing & Presentation	30%*	Debrief in Session 2, Presentation in Session 14, 15, 16
2.	Cross-Cultural Sensitivity Exercise	Written Report and Video Submission of Role Play (Group of four members)	30%*	Debrief in Session 10 and Feedback in Session 17
3.	Project Earn Goodwill	Group Project	40%*	Continuous Presentation in Session 5, 6, 7, Final Presentations with End Term of other courses, beyond 24 sessions

***Language Lab Based Assessment:** The campus can design a Language Lab based assessment with a weightage of 20 – 25%. The assessment would cater to *beyond the classroom* learning needs, fostering *self-initiative* and covering the Desirable part of your course. The students can be informed in the beginning of the trimester and they must be encouraged to practice in their own time. Timely discussion of the progress of preparation should be discussed in the regular classrooms.

Assessment Task 1: Business's Social Media Communication Consulting Project & Presentation & Report

- 1) Assessment Details: The students are to study Social Media Communication Strategies of an existing business. The group will write a report and give a presentation on the same.
- 2) Criteria used to grade this task: Content (depth of research), Clarity (Use of Language), Group Coordination
- 3) Task Assessor: Internal Faculty
- 4) Suggested time to devote to this task: Session 3 - 10
- 5) Submission details: Report and Classroom Presentation.
- 6) Feedback and return of work: Feedback shall be given.

Assessment Task 2: Cross-Cultural Sensitivity Exercise

- 1) Assessment Detail: This would be a group exercise to be assigned by the course instructor. A group of four members are required to work collaboratively in team and submit a written report on the exercise and present it in the class in a role play format.
- 2) Criteria used to grade this task: Group Coordination, Application and Presentation of the Cross-Cultural Communication Concepts
- 3) Task Assessor: Internal Faculty
- 4) Submission Detail: Hard copy and role play by the group
- 5) Feedback: Script will not be returned, but feedback will be given immediately after assessment.

Assessment Task 3: Project Earn Goodwill

- 1) Assessment Details: Interactive sessions during the class session time.
- 2) Time Spent on the project - weekly
 - a. NGO Study and Need Presentation, Planning of Pitch for Donation(In-person & Social Media), 10 Marks | Session 5 - 7
 - b. Minutes of Meeting, Session 4, 10 | 10 Marks
 - c. Experience of corporate communication, inter-team communication, conflict communication, assertive communication (Individual Write-Up & Individual Presentation, Video Recording) 10 Marks Session 20, 21, 22
 - d. Peer Evaluation 10 Marks | Session 22
 - e. Task Assessor: Internal Faculty
- 3) Criteria used to grade this task: Quality of Communication, Use of Language, Group Coordination, Evidence of Use of Communication Strategies & Tools
- 4) Suggested time to devote to this task: Concurrent
- 5) Submission details: Continuous
- 6) Feedback and return of work: Continuous
- 7) Criteria used to grade this task:
- 8) Task Assessor: Internal Faculty: Presentation Skills, Writing Skills (Meeting Minutes & Report), Peer Evaluation
- 9) Submission Detail: Hard copy of Meeting Minutes, Peer Evaluation & Report, Video
- 10) Feedback: Script will not be returned, but feedback will be given immediately after assessment.

13. Mapping of Assessment Tasks (AT) with CLOs

	Assessment Task	Assessment Type	Weight age	CLOS Mapped
1.	Business's Social Media Communication Consulting Project & Presentation & Report	Report Writing & Presentation	30%	CLO 1
2.	Cross-Cultural Sensitivity Exercise	Written Report and Video Submission of Role Play (Group of four members)	30%	CLO 3
3.	Project Earn Goodwill	Group Project : Corporate Pitch Presentation, Student Reflection, Peer Evaluation, Video of Task, Viva	40%	CLO 2

14. Mapping of Assessment Tasks (AT) with Key Differentiators

	AT 1	AT 2	AT 3	Count
Key Differentiator 1 Entrepreneurial Mind-set			X	1
Key Differentiator 2 Critical Thinking			X	1
Key Differentiator 3 Sustainability				0
Key Differentiator 4 Team Player	X	X	X	3

15. Mapping of Assessment Tasks (AT) with GAs

	AT 1	AT 2	AT 3	Count
GA 1 Self-initiative			X	1
GA 2 Deep discipline knowledge				0
GA 3 Critical thinking and Problem solving			X	1
GA 4 Humility, Team-Building and Leadership Skills		X	X	2
GA 5 Open and Clear Communication	X	X	X	3
GA 6 Global outlook		X		1
GA 7 Ethical competency and sustainable mindset				0
GA 8 Entrepreneurial and innovative				0

16. Student Responsibility

It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document.

It is emphasized that this course requires a significant commitment outside of formal class contact. The learning tasks in this course may include classes (lectures or seminars), required reading, the preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

It is advisable that student maintains a separate Note Book for this course which can be used for keeping class notes, library notes, and notes of other readings. It is important to develop the habit of writing notes of classroom discussions and any readings that the students come across.

The table below is an example of the suggested time allocations for this course.

Classes	2-3 hours per week for 12 weeks	30 hours
Reading of Pre-reads before almost every session and making PPTS	Prescribed readings and making PPTs	30 hours
Beyond the Classroom Project (Project Earn Goodwill)	Speaking, Reading, Preparing	30 hours
Assessment Components Preparation	Reading, Writing, Preparing PPT	15 hours

TOTAL		105 hours
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17. Instructions

Academic Conduct

Students will be expected to maintain a daily log of their learning and make an action plan. The continuous evaluation tools would be implemented as per schedule and collected for evaluation. Students are encouraged to visit videos available on Impartus, you tube on TED talks, and readings available at websites like course era, etc.

Institute's Policy Statements

It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document. It is emphasized that this course requires a significant commitment outside of formal class contact. The learning tasks in this course may include classes (lectures or seminars), required reading, preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

Attendance and Participation

Refer STUDENT HANDBOOK

Referencing

Assignment, Term Paper etc. should have proper referencing in APA format.

Late Submission

Assessment tasks submitted after the due date, without prior approval/arrangement, will be penalized at 10% of the available marks per day. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines.

LMS-Moodle/Impartus

LMS-Moodle / Impartus is used to host course resources for all courses. Students can download lecture, additional reading materials, and tutorial notes to support class participation.

Plagiarism

Plagiarism is looked at as the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person.

Cases of plagiarism will be dealt with according to Plagiarism Policy of the institute. It is advisable that students should read Student Handbook for detailed guidelines. It is also advisable that students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalized equally; an exception will be if the student can demonstrate the work is their own and they took reasonable care to safeguard against copying.

Please note that Plagiarism is a serious offence.

18. Any Additional Information

List of PLOs

- PLO 1: Communicate effectively and display inter-personnel skills
- PLO 2: Demonstrate Leadership and Teamwork towards achievement of organizational goals
- PLO 3: Apply relevant conceptual frameworks for effective decision-making
- PLO 4: Develop an entrepreneurial mindset for optimal business solutions
- PLO 5: Evaluate the relationship between business environment and organizations
- PLO 6: Demonstrate sustainable and ethical business practices
- PLO 7: Leverage technologies for business decisions
- PLO 8: Demonstrate capability as an Independent learner

List of GAs

- GA 1: Self-initiative
- GA 2: Deep discipline knowledge
- GA 3: Critical thinking and Problem solving
- GA 4: Humility, Team-Building and Leadership Skills
- GA 5: Open and Clear Communication
- GA 6: Global outlook
- GA 7: Ethical competency and sustainable mindset
- GA 8: Entrepreneurial and innovative