

## COURSE TEMPLATE

|    |                                                      |                                                                        |
|----|------------------------------------------------------|------------------------------------------------------------------------|
| 1. | <b>Department /Centre proposing the course</b>       | DMS                                                                    |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | STATISTICS FOR MANAGEMENT                                              |
| 3. | <b>L-T-P structure</b>                               | 3 - 0 - 0                                                              |
| 4. | <b>Credits</b>                                       | 3                                                                      |
| 5. | <b>Course number</b>                                 | SML719                                                                 |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Streamed Elective in Analytical Skills Stream for all 3 MBA programmes |

|    |                                                      |    |
|----|------------------------------------------------------|----|
| 7. | <b>Pre-requisites</b><br>( <i>course no./title</i> ) | No |
|----|------------------------------------------------------|----|

|     |                                                                           |        |
|-----|---------------------------------------------------------------------------|--------|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |        |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         |        |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       |        |
| 8.3 | Supercedes any existing course                                            | SMV793 |

|    |                                                             |        |
|----|-------------------------------------------------------------|--------|
| 9. | <b>Not allowed for</b><br>( <i>indicate program names</i> ) | B.Tech |
|----|-------------------------------------------------------------|--------|

|     |                              |                                                                                                                                                                             |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|     |                                                                         |
|-----|-------------------------------------------------------------------------|
| 11. | <b>Faculty who will teach the course</b><br>Seema Sharma, Amlendu Dubey |
|-----|-------------------------------------------------------------------------|

|     |                                                      |    |
|-----|------------------------------------------------------|----|
| 12. | <b>Will the course require any visiting faculty?</b> | no |
|-----|------------------------------------------------------|----|

|     |                                                                                                                                                                                                                                                                                                                                       |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>Today's business decisions are driven by data analysis. Business managers need statistical model-based decision support systems, which include applications of descriptive statistics, probability model, hypothesis testing and forecasting techniques to management problems. |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>Nature and role of statistics for management. Types of data, data measurement scales, Descriptive Statistics: Measures of Central Tendency, Measures of Dispersion. Introduction to probability theory. Probability Theory: Preliminary concepts in Probability, Basic Theorems and rules for dependent/independent events, Random Variable, Probability distributions. Sampling Techniques, Sampling distributions. Hypothesis testing: Z-test, t-test, ANOVA, Chi-square tests, Correlation and regression analysis. Business Forecasting. SPSS and its use for statistical modeling. |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**15. Lecture Outline** *(with topics and number of lectures)*

| Module no.                  | Topic                                                                                                                                                                    | No. of hours |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1                           | Module I<br><br>Nature and role of statistics for management. Types of data, data measurement scales,                                                                    | 2            |
| 2                           | Descriptive Statistics: Measures of Central Tendency, Measures of Dispersion.                                                                                            | 2            |
| 3                           | Introduction to probability theory. Probability Theory: Preliminary concepts in Probability, Basic Theorems and rules for dependent/independent events, Random Variable, | 4            |
| 4                           | Module II<br><br>Probability distributions.                                                                                                                              | 4            |
| 5                           | Sampling Techniques, Sampling distributions.                                                                                                                             | 4            |
| 6                           | Hypothesis testing: Z-test, t-test                                                                                                                                       | 4            |
| 7                           | Chi-Square Test                                                                                                                                                          | 3            |
| 8                           | Module III<br><br>Analysis of Variance (ANOVA)                                                                                                                           | 4            |
| 9                           | Correlation Analysis                                                                                                                                                     | 3            |
| 10                          | Simple Regression analysis.                                                                                                                                              | 4            |
| 11                          | Multiple Regression Analysis                                                                                                                                             | 4            |
| 12                          | Business Forecasting.                                                                                                                                                    | 4            |
| COURSE TOTAL (14 times 'L') |                                                                                                                                                                          | 42           |

**16. Brief description of tutorial activities**

|  |
|--|
|  |
|--|

**17. Brief description of laboratory activities**

| Module no.                  | Experiment description | No. of hours |
|-----------------------------|------------------------|--------------|
| 1                           |                        |              |
| 2                           |                        |              |
| 3                           |                        |              |
| 4                           |                        |              |
| 5                           |                        |              |
| 6                           |                        |              |
| 7                           |                        |              |
| 8                           |                        |              |
| 9                           |                        |              |
| 10                          |                        |              |
| COURSE TOTAL (14 times 'P') |                        |              |

**18. Suggested texts and reference materials**

STYLE: Author name and initials, Title, Edition, Publisher, Year.

- |                                                                                    |
|------------------------------------------------------------------------------------|
| 1. Anderson, Sweeney and Williams," Statistics for Business and Economics", South- |
|------------------------------------------------------------------------------------|

Western College Publishing, Ohio 1998.

2. Richard I. Levin and David S. Rubin "Statistics for Management", PHI, New Delhi latest edition.
3. S.C. Gupta," Fundamentals of Statistics", HPI, New Delhi 1996.
4. Murray R. Spiegel, "Theory and Problems of STATISTICS", 2/ed. Schuam's Outline Series, McGraw-Hill Book Company, London 1992.
5. Mark L. Berenson and David M. Levine, " Basic Business Statistics: Concepts and Applications", 5/ed, Prentice Hall Englewood Cliffs, New Jersey 1992.
6. R.P. Hooda, "Statistics for Business and Economics", MacMillan India Ltd., New Delhi 1997.
7. Peter Klibanoff , Alvaro Sandroni , Boaz Moselle and Brett Saraniti Managerial Statistics: A Case-Based Approach, South-Western College Publishing, 2005

**19. Resources required for the course** *(itemized & student access requirements, if any)*

|      |                               |            |
|------|-------------------------------|------------|
| 19.1 | Software                      | SPSS       |
| 19.2 | Hardware                      | Multimedia |
| 19.3 | Teaching aides (videos, etc.) |            |
| 19.4 | Laboratory                    |            |
| 19.5 | Equipment                     |            |
| 19.6 | Classroom infrastructure      |            |
| 19.7 | Site visits                   |            |

**20. Design content of the course** *(Percent of student time with examples, if possible)*

|      |                            |  |
|------|----------------------------|--|
| 20.1 | Design-type problems       |  |
| 20.2 | Open-ended problems        |  |
| 20.3 | Project-type activity      |  |
| 20.4 | Open-ended laboratory work |  |
| 20.5 | Others (please specify)    |  |

Date:

(Signature of the Head of the Department)

## COURSE TEMPLATE

|    |                                                      |                                                                       |  |
|----|------------------------------------------------------|-----------------------------------------------------------------------|--|
| 1. | <b>Department /Centre proposing the course</b>       | Department of Management Studies                                      |  |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | ECONOMETRICS                                                          |  |
| 3. | <b>L-T-P structure</b>                               | 3 - 0 - 0                                                             |  |
| 4. | <b>Credits</b>                                       | 3                                                                     |  |
| 5. | <b>Course number</b>                                 | SML721                                                                |  |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Streamed Elective (Analytical Skills Stream) for all 3 MBA programmes |  |

  

|    |                                                      |    |  |
|----|------------------------------------------------------|----|--|
| 7. | <b>Pre-requisites</b><br>( <i>course no./title</i> ) | NA |  |
|----|------------------------------------------------------|----|--|

  

|     |                                                                           |    |  |
|-----|---------------------------------------------------------------------------|----|--|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |    |  |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         | no |  |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       | no |  |
| 8.3 | Supercedes any existing course                                            | no |  |

  

|    |                                                             |        |  |
|----|-------------------------------------------------------------|--------|--|
| 9. | <b>Not allowed for</b><br>( <i>indicate program names</i> ) | B.Tech |  |
|----|-------------------------------------------------------------|--------|--|

  

|     |                              |                                                                                                                                                                             |  |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |  |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

  

|     |                                                                                 |    |  |
|-----|---------------------------------------------------------------------------------|----|--|
| 11. | <b>Faculty who will teach the course</b><br>Dr. Amlendu Dubey, Dr. Seema Sharma |    |  |
| 12. | <b>Will the course require any visiting faculty?</b>                            | No |  |

  

|     |                                                                                                                                                                                                                                                                                                                                                                                  |  |  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>The purpose of the course is to introduce students to different econometric techniques required for managerial decision making. They will be able to understand quantitative aspects of economics and related disciplines and by the end of the course they will be able to implement them in their own specific problems. |  |  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

  

|     |                                                                                                                                                                                                                                                                                                                |  |  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>Introduction to Econometrics, Simple linear regression model. Multiple linear regression model, Discrete Choice, Panel Data, Time Series, Stationarity, VAR, Co-integration and Error correction models. |  |  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

**15. Lecture Outline** *(with topics and number of lectures)*

| Module no.                  | Topic                                                                                                                  | No. of hours |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------|--------------|
| 1                           | Module I                                                                                                               | 2            |
|                             | Simple linear regression model,                                                                                        |              |
| 2                           | Multiple regression model                                                                                              | 2            |
| 3                           | Extensions to Multiple regression model: Dummy Variables, Specification errors, multi-co linearity, Heteroscedasticity | 6            |
| 4                           | Serial Correlation                                                                                                     | 2            |
| 5                           | Models for discrete choice, Instrument Variable Method                                                                 | 4            |
| 6                           | Module II                                                                                                              | 4            |
|                             | Systems of regression equations                                                                                        |              |
|                             | Simultaneous equation model                                                                                            |              |
| 7                           | Panel data Models                                                                                                      | 4            |
| 8                           | Module III                                                                                                             | 4            |
|                             | Autocorrelation function and linear stationary models                                                                  |              |
| 9                           | Trends and volatility                                                                                                  | 4            |
| 10                          | Testing for trends and Unit Roots                                                                                      | 4            |
| 11                          | Multiple time series models (VAR)                                                                                      | 2            |
| 12                          | Co-integration and error correction models                                                                             | 4            |
| COURSE TOTAL (14 times 'L') |                                                                                                                        | 42           |

**16. Brief description of tutorial activities**

Tutorials will be based on application of the econometric tools on databases along with hands on experience with softwares.

**17. Brief description of laboratory activities**

| Module no.                  | Experiment description | No. of hours |
|-----------------------------|------------------------|--------------|
| 1                           |                        |              |
| 2                           |                        |              |
| 3                           |                        |              |
| 4                           |                        |              |
| 5                           |                        |              |
| 6                           |                        |              |
| 7                           |                        |              |
| 8                           |                        |              |
| 9                           |                        |              |
| 10                          |                        |              |
| COURSE TOTAL (14 times 'P') |                        |              |

**18. Suggested texts and reference materials**

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Ramanathan, R., Introductory Econometrics with Applications, 5th Edition, Harcourt College Publishers, 1998

Wooldridge, J., Introductory Econometrics: A Modern Approach, 5th Edition, Cengage Learning, 2012

Wooldridge J., Econometric Analysis of Cross Section and panel data, MIT Press, 2002

Enders W., Applied Econometric Time Series, 2nd Edition, John Wiley and Sons, 2004

**19. Resources required for the course** (*itemized & student access requirements, if any*)

|      |                               |               |
|------|-------------------------------|---------------|
| 19.1 | Software                      | STATA, Eviews |
| 19.2 | Hardware                      | Multimedia    |
| 19.3 | Teaching aides (videos, etc.) |               |
| 19.4 | Laboratory                    |               |
| 19.5 | Equipment                     |               |
| 19.6 | Classroom infrastructure      |               |
| 19.7 | Site visits                   |               |

**20. Design content of the course** (*Percent of student time with examples, if possible*)

|      |                            |  |
|------|----------------------------|--|
| 20.1 | Design-type problems       |  |
| 20.2 | Open-ended problems        |  |
| 20.3 | Project-type activity      |  |
| 20.4 | Open-ended laboratory work |  |
| 20.5 | Others (please specify)    |  |

Date:

(Signature of the Head of the Department)

## COURSE TEMPLATE

|    |                                                      |                                                                   |
|----|------------------------------------------------------|-------------------------------------------------------------------|
| 1. | <b>Department /Centre proposing the course</b>       | DMS                                                               |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | COMMUNICATION SKILLS                                              |
| 3. | <b>L-T-P structure</b>                               | 1 - 0 - 1                                                         |
| 4. | <b>Credits</b>                                       | 1.5                                                               |
| 5. | <b>Course number</b>                                 | SML724                                                            |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Streamed Elective (People Skills Stream) for all 3 MBA programmes |

  

|    |                                                      |      |
|----|------------------------------------------------------|------|
| 7. | <b>Pre-requisites</b><br>( <i>course no./title</i> ) | NONE |
|----|------------------------------------------------------|------|

  

|     |                                                                           |                                                         |
|-----|---------------------------------------------------------------------------|---------------------------------------------------------|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |                                                         |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         | no                                                      |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       | no                                                      |
| 8.3 | Supersedes any existing course                                            | Replaces the existing course on communication - SMV 794 |

  

|    |                                                             |        |
|----|-------------------------------------------------------------|--------|
| 9. | <b>Not allowed for</b><br>( <i>indicate program names</i> ) | B.Tech |
|----|-------------------------------------------------------------|--------|

  

|     |                              |                                                                                                                                                                             |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

  

|     |                                                                          |    |
|-----|--------------------------------------------------------------------------|----|
| 11. | <b>Faculty who will teach the course</b><br>Kanika T. Bhal, Shuchi Sinha |    |
| 12. | <b>Will the course require any visiting faculty?</b>                     | NO |

  

|     |                                                                                                                                                                                                  |  |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>The course is designed to equip the students with written and oral communication skills required both, as a student and a business leader. |  |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

  

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>On completion of this course, students would be able to:<br>1. Evaluate the key purposes of communication in business.<br>2. Explain the communication process model and the barriers to effective communication.<br>3. Understand & evaluate the changing landscape of business communication.<br>4. Apply techniques for effective communication. |  |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

**15. Lecture Outline** *(with topics and number of lectures)*

| <b>Module no.</b>                  | <b>Topic</b>                                                                                                                                                                                                                                                                                                                                                          | <b>No. of hours</b> |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1                                  | a. Purposes of communication.<br>b. Introduction to the communication process model.<br>c. Factors facilitating and hindering effective communication. Ways to overcome the barriers to effective communication. .                                                                                                                                                    | 1                   |
| 2                                  | a. Establishing the Business Communication Framework - what is it? what is its relevance?<br>b. Introduction to the changing landscape of business communication - impact of technology, diversity and ethical considerations on communication.                                                                                                                       | 2                   |
| 3                                  | a. Developing skills for effective communication:<br>-- Presentation skills - theory and practice<br>-- Writing skills - business reports, notices, emails, blogs, short messages, academic writing and referencing.<br>-- Listening skills - theory and practice of active listening and empathetic listening. Identifying poor listening habits in self and others. | 7                   |
| 4                                  | a. Understanding of the self for effective communication.<br>-- Self-concept and self-esteem.<br>-- Impact of the self on communication styles and techniques.<br>-- Nonverbal communication: metacommunication, role of body language.<br>b. Impression management: relevance and tips.                                                                              | 3                   |
| 5                                  | a. Preparing for interviews<br>-- Understanding the different types of interviews.<br>-- Planning for interviews.<br>-- Practice for interviews.                                                                                                                                                                                                                      | 1                   |
| 6                                  |                                                                                                                                                                                                                                                                                                                                                                       |                     |
| 7                                  |                                                                                                                                                                                                                                                                                                                                                                       |                     |
| 8                                  |                                                                                                                                                                                                                                                                                                                                                                       |                     |
| 9                                  |                                                                                                                                                                                                                                                                                                                                                                       |                     |
| 10                                 |                                                                                                                                                                                                                                                                                                                                                                       |                     |
| 11                                 |                                                                                                                                                                                                                                                                                                                                                                       |                     |
| 12                                 |                                                                                                                                                                                                                                                                                                                                                                       |                     |
| <b>COURSE TOTAL (14 times 'L')</b> |                                                                                                                                                                                                                                                                                                                                                                       | <b>14 HOURS</b>     |

**16. Brief description of tutorial activities**

|  |
|--|
|  |
|--|

**17. Brief description of laboratory activities**

| <b>Module no.</b> | <b>Experiment description</b>                                                                                  | <b>No. of hours</b> |
|-------------------|----------------------------------------------------------------------------------------------------------------|---------------------|
| 1                 | Individual / group exercises - identifying communication challenges and preparing a personal development plan. | 2                   |
| 2                 | Exercise on oral communication.                                                                                | 2                   |
| 3                 | Exercise on written communication.                                                                             | 2                   |
| 4                 | Shadowing managers, team members - identifying effective and ineffective workplace communication.              | 2                   |
| 5                 | Role plays - preparing for interviews.                                                                         | 2                   |
| 6                 | Group exercise - communicating in virtual teams                                                                | 2                   |

|                             |                                                               |    |
|-----------------------------|---------------------------------------------------------------|----|
| 7                           | Group exercise - experiencing active and empathetic listening | 2  |
| 8                           |                                                               |    |
| 9                           |                                                               |    |
| 10                          |                                                               |    |
| COURSE TOTAL (14 times 'P') |                                                               | 14 |

### 18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Beamer, L., & Varner, I. I. (2001). Intercultural communication in the global workplace. New York: McGraw-Hill.
2. Bovée, C. L., Thill, J. V., & Schatzman, B. E. (2003). Business communication today. Prentice Hall.
3. Briones, R. L., Kuch, B., Liu, B. F., & Jin, Y. (2011). Keeping up with the digital age: How the American Red Cross uses social media to build relationships. Public Relations Review, 37(1), 37-43.
4. Gimenez, J. C. (2000). Business e-mail communication: some emerging tendencies in register. English for Specific Purposes, 19(3), 237-251.
5. Guffey, M. E., & Loewy, D. (2010). Business communication: Process and product. Cengage Learning.
6. Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. Business horizons, 53(1), 59-68.
7. Limaye, M. R., & Victor, D. A. (1991). Cross-cultural business communication research: State of the art and hypotheses for the 1990s. Journal of Business Communication, 28(3), 277-299.
8. Saunders, P. M. (1997). Experiential learning, cases, and simulations in business communication. Business Communication Quarterly, 60(1), 97-114.
9. Thill, J. V., & Bovée, C. L. (2008). Excellence in business communication. Prentice Hall Press.
10. Walther, J. B. (1996). Computer-mediated communication impersonal, interpersonal, and hyperpersonal interaction. Communication research, 23(1), 3-43.

### 19. Resources required for the course (itemized & student access requirements, if any)

|      |                               |                                                                                         |
|------|-------------------------------|-----------------------------------------------------------------------------------------|
| 19.1 | Software                      |                                                                                         |
| 19.2 | Hardware                      |                                                                                         |
| 19.3 | Teaching aides (videos, etc.) | Videos on effective communication, Case Studies, activities, power point.               |
| 19.4 | Laboratory                    |                                                                                         |
| 19.5 | Equipment                     | Camera for recording presentations, white board, flip chart stand and paper.            |
| 19.6 | Classroom infrastructure      | Moveable furniture to facilitate in class activities, ample space for small group work. |
| 19.7 | Site visits                   |                                                                                         |

**20. Design content of the course** *(Percent of student time with examples, if possible)*

|      |                            |                                                      |
|------|----------------------------|------------------------------------------------------|
| 20.1 | Design-type problems       |                                                      |
| 20.2 | Open-ended problems        |                                                      |
| 20.3 | Project-type activity      | Term papers, group presentations and exercises.      |
| 20.4 | Open-ended laboratory work |                                                      |
| 20.5 | Others (please specify)    | Small group discussions, role plays and case studies |

Date: 27.10. 2014

(Signature of the Head of the Department)

## COURSE TEMPLATE

|    |                                                      |                                                                 |
|----|------------------------------------------------------|-----------------------------------------------------------------|
| 1. | <b>Department /Centre proposing the course</b>       | DMS                                                             |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | NEGOTIATION SKILLS AND STRATEGIES                               |
| 3. | <b>L-T-P structure</b>                               | 1 - 0 - 1                                                       |
| 4. | <b>Credits</b>                                       | 1.5                                                             |
| 5. | <b>Course number</b>                                 | SML725                                                          |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Programme Elective (People Skills Set) for all 3 MBA programmes |

|    |                                             |      |
|----|---------------------------------------------|------|
| 7. | <b>Pre-requisites</b><br>(course no./title) | NONE |
|----|---------------------------------------------|------|

|     |                                                                           |    |
|-----|---------------------------------------------------------------------------|----|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |    |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         | no |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       | no |
| 8.3 | Supercedes any existing course                                            | NA |

|    |                                                    |        |
|----|----------------------------------------------------|--------|
| 9. | <b>Not allowed for</b><br>(indicate program names) | B.TECH |
|----|----------------------------------------------------|--------|

|     |                              |                                                                                                                                                                             |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|     |                                                                          |    |
|-----|--------------------------------------------------------------------------|----|
| 11. | <b>Faculty who will teach the course</b><br>Shuchi Sinha, Kanika T. Bhal |    |
| 12. | <b>Will the course require any visiting faculty?</b>                     | NO |

|     |                                                                                                                                                                                                                                                                                     |  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>The course is designed to enhance students' influence and persuasion skills, by introducing key strategies and skills underpinning effective negotiations, exposing them to case studies, exercises, readings and role plays. |  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>Students who complete this course would be able to:<br>a. Understand the nature, process and structure of negotiations.<br>b. Understand different types of negotiations and the dynamics of cooperative and competitive interaction in negotiations.<br>d. Appreciate and leverage their bargaining position in a situation.<br>e. Learn and apply influence and persuasion techniques.<br>f. Learn ways to build lasting working relationships.<br>g. Understand and appreciate ethical negotiations. |  |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

**15. Lecture Outline** *(with topics and number of lectures)*

| <b>Module no.</b>                  | <b>Topic</b>                                                                                                                                                                                                                                                                                                                                                                                                        | <b>No. of hours</b> |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1                                  | a. Nature, process and elements of negotiation.<br>-- Introduction to the nature of negotiation.<br>-- Introduction to the process of negotiation.<br>-- Introduction to the elements of negotiation.                                                                                                                                                                                                               | 3                   |
| 2                                  | a. Types of negotiation.<br>-- Distributive bargaining.<br>-- Integrative bargaining.<br>b. Dynamics of cooperative and competitive interaction in negotiations.                                                                                                                                                                                                                                                    | 3                   |
| 3                                  | a. Introduction to the decision making logic of negotiators.<br>-- Cognition and emotions.<br>-- Decision making biases and errors.<br>b. Brainstorming and generating alternatives.<br>-- Generating alternatives.<br>-- Choosing from alternatives.<br>c. Strategies and tactics for influence and persuasion.<br>-- Role of trust in negotiations<br>-- Building trust in negotiations<br>-- Theory and practice | 4                   |
| 4                                  | a. Ethics and negotiation.                                                                                                                                                                                                                                                                                                                                                                                          | 2                   |
| 5                                  | a. Cross cultural negotiations.<br>-- Unique issues underpinning cross cultural negotiations.<br>-- Overcoming barriers to effective cross cultural negotiations.                                                                                                                                                                                                                                                   | 2                   |
| 6                                  |                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
| 7                                  |                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
| 8                                  |                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
| 9                                  |                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
| 10                                 |                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
| 11                                 |                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
| 12                                 |                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
| <b>COURSE TOTAL (14 times 'L')</b> |                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>14 HOURS</b>     |

**16. Brief description of tutorial activities**

|  |
|--|
|  |
|--|

**17. Brief description of laboratory activities**

| <b>Module no.</b> | <b>Experiment description</b>                                                                                                                | <b>No. of hours</b> |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1                 | Individual and group exercises to identify personal challenges to negotiation                                                                | 2                   |
| 2                 | Exercises for understanding decision making process and role of trust in it.                                                                 | 3                   |
| 3                 | Video analysis and small group discussion - understanding the types, elements and process of negotiation.                                    | 4                   |
| 4                 | Role plays - developing and practising negotiation skills                                                                                    | 4                   |
| 5                 | Discussion of readings and / or case studies - contemporary issues in negotiation (e.g. international negotiations, ethics and negotiation). | 1                   |
| 6                 |                                                                                                                                              |                     |
| 7                 |                                                                                                                                              |                     |

|                             |  |          |
|-----------------------------|--|----------|
| 8                           |  |          |
| 9                           |  |          |
| 10                          |  |          |
| COURSE TOTAL (14 times 'P') |  | 14 hours |

### 18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Fisher, R., Ury, W.L., and Patton, B. 1991. Getting to Yes: Negotiating Agreement without Giving In. 2nd Edition. New York: Penguin Books.
2. Kremeniuk, V. A. (Ed.). 2002. International negotiation: Analysis, approaches, issues. Jossey-Bass.
3. Lewicki, R. J. 1997. Teaching negotiation and dispute resolution in colleges of business: The state of the practice. Negotiation Journal, 13(3), 253-269.
4. Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. Negotiation. New York: McGraw-Hill.
5. Page, D., and Mukherjee, A. 2007. Promoting critical-thinking skills by using negotiation exercises. Journal of education for business, 82(5), 251-257.
6. Roloff, M. E., Putnam, L. L., and Anastasiou, L. 2003. Negotiation skills. Handbook of communication and social interaction skills, 801-833.
7. Stevens, C. K., Bavetta, A. G., and Gist, M. E. 1993. Gender differences in the acquisition of salary negotiation skills: the role of goals, self-efficacy, and perceived control. Journal of Applied Psychology, 78(5), 723.

### 19. Resources required for the course (itemized & student access requirements, if any)

|      |                               |                                                                                            |
|------|-------------------------------|--------------------------------------------------------------------------------------------|
| 19.1 | Software                      |                                                                                            |
| 19.2 | Hardware                      |                                                                                            |
| 19.3 | Teaching aides (videos, etc.) | Videos, Cases, Exercises, Role Plays, Readings.                                            |
| 19.4 | Laboratory                    |                                                                                            |
| 19.5 | Equipment                     | Camera for recording negotiations, White Board, Flip Charts.                               |
| 19.6 | Classroom infrastructure      | Moveable furniture to facilitate small group activities and space for in-class activities. |
| 19.7 | Site visits                   |                                                                                            |

### 20. Design content of the course (Percent of student time with examples, if possible)

|      |                            |                                                                |
|------|----------------------------|----------------------------------------------------------------|
| 20.1 | Design-type problems       |                                                                |
| 20.2 | Open-ended problems        |                                                                |
| 20.3 | Project-type activity      | Term papers, Preparing short cases, Video analysis.            |
| 20.4 | Open-ended laboratory work |                                                                |
| 20.5 | Others (please specify)    | In class interactions, exercises, role plays and case studies. |

Date:

(Signature of the Head of the Department)

## COURSE TEMPLATE

|    |                                                      |                                                                 |
|----|------------------------------------------------------|-----------------------------------------------------------------|
| 1. | <b>Department /Centre proposing the course</b>       | DMS                                                             |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | INTERPERSONAL BEHAVIOUR AND TEAM DYNAMICS                       |
| 3. | <b>L-T-P structure</b>                               | 1 - 0 - 1                                                       |
| 4. | <b>Credits</b>                                       | 1.5                                                             |
| 5. | <b>Course number</b>                                 | SML727                                                          |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Programme Elective (People Skills Set) for all 3 MBA programmes |

  

|    |                                             |      |
|----|---------------------------------------------|------|
| 7. | <b>Pre-requisites</b><br>(course no./title) | NONE |
|----|---------------------------------------------|------|

  

|     |                                                                           |    |
|-----|---------------------------------------------------------------------------|----|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |    |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         | no |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       | no |
| 8.3 | Supercedes any existing course                                            | NA |

  

|    |                                                    |        |
|----|----------------------------------------------------|--------|
| 9. | <b>Not allowed for</b><br>(indicate program names) | B.Tech |
|----|----------------------------------------------------|--------|

  

|     |                              |                                                                                                                                                                             |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

  

|     |                                                                          |    |
|-----|--------------------------------------------------------------------------|----|
| 11. | <b>Faculty who will teach the course</b><br>Shuchi Sinha, Kanika T. Bhal |    |
| 12. | <b>Will the course require any visiting faculty?</b>                     | NO |

  

|     |                                                                                                                                                                                                                                                                                    |  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>The course is designed to introduce students to the competitive and collaborative dynamics within and between teams. It aims to equip students with skills required for developing, managing and sustaining effective teams. |  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

  

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>On completion of this course, students would be able to:<br>1. Understand the nature, structure and formation of teams.<br>2. Appreciate the competitive and collaborative dynamics between teams and sub-teams.<br>3. Understand and apply techniques for building and sustaining high performing teams.<br>4. Reflect on their roles within teams and its impact on other members. |  |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

**15. Lecture Outline** *(with topics and number of lectures)*

| <b>Module no.</b>                  | <b>Topic</b>                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>No. of hours</b> |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1                                  | a. Nature and structure of teams<br>-- Introduction to the nature of teams.<br>-- Difference between teams and groups.<br>-- Roles within teams.<br>-- Stages of team development.                                                                                                                                                                                                                                                                 | 3                   |
| 2                                  | a. Team dynamics and interpersonal behaviour<br>-- In-group / Out-Group behaviors.<br>-- Formation of sub-teams and their implications.<br>-- Nature and challenges of a cohesive team.<br>-- Conflicts between teams and within sub-teams: understanding and managing it.<br>-- Competition between teams and within sub-teams: identifying and managing it.<br>-- Collaboration between teams and within sub-teams: nurturing and leveraging it. | 6                   |
| 3                                  | a. Developing and sustaining high performing teams.<br>-- Leadership in teams.<br>-- Goal setting.<br>-- Encouraging creativity and flexibility.<br>-- Building commitment.<br>-- Rewarding team performance.<br>-- Moving on.                                                                                                                                                                                                                     | 5                   |
| 4                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 5                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 6                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 7                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 8                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 9                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 10                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 11                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| 12                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
| <b>COURSE TOTAL (14 times 'L')</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>14 HOURS</b>     |

**16. Brief description of tutorial activities**

|  |
|--|
|  |
|--|

**17. Brief description of laboratory activities**

| <b>Module no.</b> | <b>Experiment description</b>                                                                                                                                                                                             | <b>No. of hours</b> |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1                 | Group exercises and case study analysis - understanding nature and structure of teams.                                                                                                                                    | 3                   |
| 2                 | Case study analysis - understanding high performance teams.                                                                                                                                                               | 3                   |
| 3                 | Questionnaires and reflective writing - understanding self in teams (cognition, emotion and behaviours)                                                                                                                   | 1                   |
| 4                 | Group exercises, small group discussions and video analysis - managing team dynamics and interpersonal behaviour (including shared visioning, trust building, communicating to collaborate, difficult conversations etc). | 7                   |

|                             |  |          |
|-----------------------------|--|----------|
| 5                           |  |          |
| 6                           |  |          |
| 7                           |  |          |
| 8                           |  |          |
| 9                           |  |          |
| 10                          |  |          |
| COURSE TOTAL (14 times 'P') |  | 14 Hours |

### 18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Barsade, S. G., & Gibson, D. E. 2012. Group affect: Its influence on individual and group outcomes. *Current Directions in Psychological Science*, 21(2), 119-123
2. Erickson, T. J., & Gratton, L. 2007. Eight ways to build collaborative teams. *Harvard business review*, 11, 1-11.
3. Flanagan, T. & C. Runde. (2009). How Teams Can Capitalize on Conflict. *Strategy & Leadership*, 37(1),20-22
4. Foo, M-D.(2009). Teams Developing Business Ideas: How Member Characteristics and Conflict Affect Member-rated Team Effectiveness. *Small Business Economics*, 36, 33-46
5. Hayashi, A.M. 2004. "Building Better Teams." *MIT Sloan Management Review* 45(2):5.
6. Ibarra, H. & M.T. Hansen. 2011. Are You a Collaborative Leader? *Harvard Business Review* (July-August) 89(7/8):68-74.
7. Levy, P. F. 2001. "The Nut Island Effect—When Good Teams Go Wrong." *Harvard Business Review* 79(3):51-59.
8. Pentland, A.S. 2012. The New Science of Building Great Teams. *Harvard Business Review* 90(4):60-70.
9. Ready, D.A. 2002. "How Storytelling Builds Next-Generation Leaders." *MIT Sloan Management Review* 43(August):63-69.
10. Stewart, G. L., & Manz, C. C. (1995). Leadership for self-managing work teams: A typology and integrative model. *Human relations*, 48(7), 747-770.
11. Sethi, R., D.C. Smith, & C.W. Park. (2002). How to Kill a Team's Creativity. *Harvard Business Review* (August), 6-17.

### 19. Resources required for the course (itemized & student access requirements, if any)

|      |                               |                                                                                         |
|------|-------------------------------|-----------------------------------------------------------------------------------------|
| 19.1 | Software                      |                                                                                         |
| 19.2 | Hardware                      |                                                                                         |
| 19.3 | Teaching aides (videos, etc.) | Videos on effective team work, Case Studies, activities, power point.                   |
| 19.4 | Laboratory                    |                                                                                         |
| 19.5 | Equipment                     | Camera for recording team work, white board, flip charts, stand and paper.              |
| 19.6 | Classroom infrastructure      | Moveable furniture to facilitate in class activities, ample space for small group work. |
| 19.7 | Site visits                   |                                                                                         |

### 20. Design content of the course (Percent of student time with examples, if possible)

|      |                            |                                                       |
|------|----------------------------|-------------------------------------------------------|
| 20.1 | Design-type problems       |                                                       |
| 20.2 | Open-ended problems        |                                                       |
| 20.3 | Project-type activity      | Term papers, group presentations, reflective writing. |
| 20.4 | Open-ended laboratory work |                                                       |

|      |                         |                                                                                       |
|------|-------------------------|---------------------------------------------------------------------------------------|
| 20.5 | Others (please specify) | In class exercises, interactions, role plays, discussion of readings and case studies |
|------|-------------------------|---------------------------------------------------------------------------------------|

Date:

(Signature of the Head of the Department)

## COURSE TEMPLATE

|    |                                                      |                                                                 |
|----|------------------------------------------------------|-----------------------------------------------------------------|
| 1. | <b>Department /Centre proposing the course</b>       | DMS                                                             |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | INDIVIDUAL BEHAVIOUR IN ORGANIZATIONS                           |
| 3. | <b>L-T-P structure</b>                               | 1.5 - 0 - 0                                                     |
| 4. | <b>Credits</b>                                       | 1.5                                                             |
| 5. | <b>Course number</b>                                 | SML729                                                          |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Programme Elective (People Skills Set) for all 3 MBA programmes |

  

|    |                                             |      |
|----|---------------------------------------------|------|
| 7. | <b>Pre-requisites</b><br>(course no./title) | NONE |
|----|---------------------------------------------|------|

  

|     |                                                                           |    |
|-----|---------------------------------------------------------------------------|----|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |    |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         | no |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       | no |
| 8.3 | Supercedes any existing course                                            | no |

  

|    |                                                    |        |
|----|----------------------------------------------------|--------|
| 9. | <b>Not allowed for</b><br>(indicate program names) | B.Tech |
|----|----------------------------------------------------|--------|

  

|     |                              |                                                                                                                                                                             |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

  

|     |                                                                          |    |
|-----|--------------------------------------------------------------------------|----|
| 11. | <b>Faculty who will teach the course</b><br>Shuchi Sinha, Kanika T. Bhal |    |
| 12. | <b>Will the course require any visiting faculty?</b>                     | NO |

  

|     |                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>This course is designed to help students understand individual behaviour in organizations. As potential managers, students would be equipped with the knowledge necessary to analyse and modify employee behaviour at work.                                                                                                                                         |  |
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>This course will focus on understanding the nature, composition and relevance of organizational behaviour. Students will be introduced to the fundamental concepts and theories underpinning organizational behaviour. For every concept / theory introduced, its application for organizations would be discussed. |  |

**15. Lecture Outline** *(with topics and number of lectures)*

| <b>Module no.</b> | <b>Topic</b>                                                                                                                                                                                                                                                                                                                                                    | <b>No. of hours</b> |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1                 | A. Introduction to organizational behaviour<br>---- Defining organization and organizational behaviour<br>---- The organizational context<br>---- Relevance for managers                                                                                                                                                                                        | 2                   |
| 2                 | B. Learning<br>B1. The learning process<br>B2. Approaches to learning<br>----- The behaviourist approach<br>----- The cognitive approach<br>----- The social learning approach<br>B3. Applications for organizations<br>---- Behaviour modification<br>---- Socialization<br>---- Feedback<br>B4. Knowledge Management<br>B5. The learning organization         | 5                   |
| 3                 | C. Personality<br>C1. Defining personality<br>C2. Types and traits<br>---- The big five<br>---- Personality types A and B<br>C3. Emotional Intelligence<br>C4. Personality and stress<br>---- Managing stress<br>C5. Development of the self<br>C6. Application for organizations.                                                                              | 4                   |
| 4                 | D. Motivation<br>D1. Motives and motivation<br>---- Key concepts<br>---- Nature and relevance<br>D2. Theories of motivation<br>----- Content theories<br>----- Process theories<br>D3. Application for organizations<br>---- Job enrichment<br>---- Reward management<br>---- Empowerment<br>---- Quality of working life<br>---- High performance work systems | 5                   |
| 5                 | E. Perception<br>E1. Key concepts in perception<br>---- The perceptual world<br>---- Perceptual threshold<br>---- Perceptual filters<br>---- Selective attention<br>---- Stereotypes<br>---- Halo effect<br>E2. Application for organizations: person and process perception<br>---- Selection<br>---- Evaluation biases<br>---- Perception of rewards          | 5                   |

|                             |                                                                                                 |             |
|-----------------------------|-------------------------------------------------------------------------------------------------|-------------|
|                             | ---- Gender differences<br>---- Impression management<br>---- Attitude formation and management |             |
| 6                           |                                                                                                 |             |
| 7                           |                                                                                                 |             |
| 8                           |                                                                                                 |             |
| 9                           |                                                                                                 |             |
| 10                          |                                                                                                 |             |
| 11                          |                                                                                                 |             |
| 12                          |                                                                                                 |             |
| COURSE TOTAL (14 times 'L') |                                                                                                 | 21<br>HOURS |

#### 16. Brief description of tutorial activities

|  |
|--|
|  |
|--|

#### 17. Brief description of laboratory activities

| Module no.                  | Experiment description | No. of hours |
|-----------------------------|------------------------|--------------|
| 1                           |                        |              |
| 2                           |                        |              |
| 3                           |                        |              |
| 4                           |                        |              |
| 5                           |                        |              |
| 6                           |                        |              |
| 7                           |                        |              |
| 8                           |                        |              |
| 9                           |                        |              |
| 10                          |                        |              |
| COURSE TOTAL (14 times 'P') |                        |              |

#### 18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

##### TEXT

Luthans, F. (2010). Organizational Behavior (12th Edition). McGraw-Hill

##### ARTICLES

1. Argyris, C. (1982), Reasoning, Learning, and Action, Jossey-Bass, San Francisco, CA.
2. Dixon, N.M. (1999), The Organizational Learning Cycle: How we can learn collectively, Gower, Aldershot (second edition).
3. Goldstein, E. (2001), Sensation and Perception, Wadsworth, Belmont, CA.
4. Goleman, D. (2005) Emotional intelligence: Why it can matter more than IQ, Bantam Books, London.
5. Pinker, S. (1997), How the Mind Works, Penguin Books: London.
6. Zalkind, S.S. and Costello, T.W. (1962) 'Perception: some recent research and implications for administration', Administrative Science Quarterly, 7: 218-35.

#### 19. Resources required for the course (itemized & student access requirements, if any)

|      |                               |                                               |
|------|-------------------------------|-----------------------------------------------|
| 19.1 | Software                      |                                               |
| 19.2 | Hardware                      |                                               |
| 19.3 | Teaching aides (videos, etc.) | Videos, Case Studies, Exercises, Power point. |
| 19.4 | Laboratory                    |                                               |
| 19.5 | Equipment                     | White board, flip chart stand and paper.      |
| 19.6 | Classroom infrastructure      |                                               |
| 19.7 | Site visits                   |                                               |

**20. Design content of the course** *(Percent of student time with examples, if possible)*

|      |                            |                                                      |
|------|----------------------------|------------------------------------------------------|
| 20.1 | Design-type problems       |                                                      |
| 20.2 | Open-ended problems        |                                                      |
| 20.3 | Project-type activity      | Term papers, group presentations and exercises.      |
| 20.4 | Open-ended laboratory work |                                                      |
| 20.5 | Others (please specify)    | Small group discussions, role plays and case studies |

Date: 05.11. 2014

(Signature of the Head of the Department)

## COURSE TEMPLATE

|    |                                                      |                                                                   |
|----|------------------------------------------------------|-------------------------------------------------------------------|
| 1. | <b>Department /Centre proposing the course</b>       | Management Studies                                                |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | MANAGING WITH POWER                                               |
| 3. | <b>L-T-P structure</b>                               | 1 . 5 - 0 - 0                                                     |
| 4. | <b>Credits</b>                                       | 1 . 5                                                             |
| 5. | <b>Course number</b>                                 | SML730                                                            |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Streamed Elective (People Skills Stream) for all 3 MBA programmes |

  

|    |                                                      |    |
|----|------------------------------------------------------|----|
| 7. | <b>Pre-requisites</b><br>( <i>course no./title</i> ) | no |
|----|------------------------------------------------------|----|

  

|     |                                                                           |    |
|-----|---------------------------------------------------------------------------|----|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |    |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         | no |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       | no |
| 8.3 | Supercedes any existing course                                            | no |

  

|    |                                                             |         |
|----|-------------------------------------------------------------|---------|
| 9. | <b>Not allowed for</b><br>( <i>indicate program names</i> ) | B. Tech |
|----|-------------------------------------------------------------|---------|

  

|     |                              |                                                                                                                                                                             |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

  

|     |                                                                         |    |
|-----|-------------------------------------------------------------------------|----|
| 11. | <b>Faculty who will teach the course</b><br>Kanika T Bhal, Shuchi Sinha |    |
| 12. | <b>Will the course require any visiting faculty?</b>                    | No |

  

|     |                                                                                                                                                                                                                                                                                                     |  |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>This course aims at delving into basic understanding and application of influence and power dynamics within an organization. This will help students to analyse situations and determine usage of power in different organizational contexts. |  |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

  

|     |                                                                                                                                                                                                                                                                                                                                                                   |  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>This course covers power dynamics, the basic art of influencing, types of power, display of power at various levels and power vs empowerment and ethics. Various cases and readings are included for deeper understanding and application of the learnings. |  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

**15. Lecture Outline** *(with topics and number of lectures)*

| Module no.                  | Topic                                              | No. of hours |
|-----------------------------|----------------------------------------------------|--------------|
| 1                           | Power Dynamics                                     | 3            |
| 2                           | The Art of Influencing: Style & Tactics            | 2            |
| 3                           | Sources of Power                                   | 2            |
| 4                           | Types of Power: Personal, Positional, Relational   | 2            |
| 5                           | Power and influence in interpersonal relationships | 2            |
| 6                           | Power and influence in organizations               | 2            |
| 7                           | Power and influence in society                     | 2            |
| 8                           | Power vs Empowerment                               | 2            |
| 9                           | Illusion of Power                                  | 2            |
| 10                          | Interplay of Ethics in the realm of power          | 2            |
| 11                          |                                                    |              |
| 12                          |                                                    |              |
| COURSE TOTAL (14 times 'L') |                                                    | 21           |

**16. Brief description of tutorial activities**

|  |
|--|
|  |
|--|

**17. Brief description of laboratory activities**

| Module no.                  | Experiment description | No. of hours |
|-----------------------------|------------------------|--------------|
| 1                           |                        |              |
| 2                           |                        |              |
| 3                           |                        |              |
| 4                           |                        |              |
| 5                           |                        |              |
| 6                           |                        |              |
| 7                           |                        |              |
| 8                           |                        |              |
| 9                           |                        |              |
| 10                          |                        |              |
| COURSE TOTAL (14 times 'P') |                        |              |

**18. Suggested texts and reference materials**

STYLE: Author name and initials, Title, Edition, Publisher, Year.

**TEXTBOOKS**

Pfeffer. J. (1992) Managing with Power: Politics and Influence in Organizations. HBS Press.

Pfeffer, J. (2010). Why Some People Have It—And Others Don't . Harper Business.

Managing Power and People by George J. Seperich & Russell W. McCalley. 2006.  
N.Y. : M.E. Shar

**READINGS**

Pfeffer, J. (2013), You're still the same: Why theories of power hold over time and across

contexts. The Academy of Management Perspectives, 27 (4), pp. 269-280.

Kanter, R.M. (1979). Power Failure in Management Circuits, Harvard Business Review, 57(4), 65 - 75.

McClelland, D. C. and Burnham, D. H. (1976). Power Is the Great Motivator. Harvard Business Review, 54(2), 100-110.

Bouquet, C. and Birkinshaw, J. (2008). Managing Power in the Multinational Corporation: How Low-Power Actors Gain Influence. Journal of Management, 34 (3), pp. 477- 508.

Burnham, D. H. (1997). Power is Still the Great Motivator- With A Difference!

STANFORD CLOSER LOOK SERIES: Is a Powerful CEO Good or Bad for Shareholders?  
By david f. larcker and Brian tayan november 13, 2012

**19. Resources required for the course** (*itemized & student access requirements, if any*)

|      |                               |  |
|------|-------------------------------|--|
| 19.1 | Software                      |  |
| 19.2 | Hardware                      |  |
| 19.3 | Teaching aides (videos, etc.) |  |
| 19.4 | Laboratory                    |  |
| 19.5 | Equipment                     |  |
| 19.6 | Classroom infrastructure      |  |
| 19.7 | Site visits                   |  |

**20. Design content of the course** (*Percent of student time with examples, if possible*)

|      |                            |  |
|------|----------------------------|--|
| 20.1 | Design-type problems       |  |
| 20.2 | Open-ended problems        |  |
| 20.3 | Project-type activity      |  |
| 20.4 | Open-ended laboratory work |  |
| 20.5 | Others (please specify)    |  |

Date:

(Signature of the Head of the Department)

## COURSE TEMPLATE

|    |                                                      |                                                                   |
|----|------------------------------------------------------|-------------------------------------------------------------------|
| 1. | <b>Department /Centre proposing the course</b>       | Management Studies                                                |
| 2. | <b>Course Title</b><br>( <i>&lt; 45 characters</i> ) | DEVELOPING SELF AWARENESS                                         |
| 3. | <b>L-T-P structure</b>                               | 1 - 0 - 1                                                         |
| 4. | <b>Credits</b>                                       | 1 . 5                                                             |
| 5. | <b>Course number</b>                                 | SML731                                                            |
| 6. | <b>Status</b><br>( <i>category for program</i> )     | Streamed Elective (People Skills Stream) for all 3 MBA programmes |

  

|    |                                             |    |
|----|---------------------------------------------|----|
| 7. | <b>Pre-requisites</b><br>(course no./title) | no |
|----|---------------------------------------------|----|

  

|     |                                                                           |    |
|-----|---------------------------------------------------------------------------|----|
| 8.  | <b>Status vis-à-vis other courses</b> ( <i>give course number/title</i> ) |    |
| 8.1 | Overlap with any UG/PG course of the Dept./Centre                         | no |
| 8.2 | Overlap with any UG/PG course of other Dept./Centre                       | no |
| 8.3 | Supercedes any existing course                                            | no |

  

|    |                                                    |         |
|----|----------------------------------------------------|---------|
| 9. | <b>Not allowed for</b><br>(indicate program names) | B. Tech |
|----|----------------------------------------------------|---------|

  

|     |                              |                                                                                                                                                                             |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | <b>Frequency of offering</b> | <input type="checkbox"/> Every sem <input type="checkbox"/> 1 <sup>st</sup> sem <input type="checkbox"/> 2 <sup>nd</sup> sem <input checked="" type="checkbox"/> Either sem |
|-----|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

  

|     |                                                                          |    |
|-----|--------------------------------------------------------------------------|----|
| 11. | <b>Faculty who will teach the course</b><br>Kanika T bhal & Shuchi Sinha |    |
| 12. | <b>Will the course require any visiting faculty?</b>                     | No |

  

|     |                                                                                                                                                                                                |  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 13. | <b>Course objective</b> ( <i>about 50 words</i> ):<br>Help students develop personal awareness of their personal values, cognitive styles, interpersonal style, and orientation towards change |  |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

  

|     |                                                                                                                                                                                                                                                                                                         |  |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 14. | <b>Course contents</b> ( <i>about 100 words</i> ) ( <i>Include laboratory/design activities</i> ):<br>Important areas of self awareness: Personal values, moral maturity, cognitive styles, attitude towards change, Locus of control, social needs of achievement, inclusion, control and affiliation. |  |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

**15. Lecture Outline** *(with topics and number of lectures)*

| Module no.                  | Topic                                       | No. of hours |
|-----------------------------|---------------------------------------------|--------------|
| 1                           | The sensitive line                          | 2            |
| 2                           | Instrumental and terminal values            | 2            |
| 3                           | Stages of moral development,                | 2            |
| 4                           | Tolerance of ambiguity and locus of control | 2            |
| 5                           | Cognitive styles & psychological Types      | 3            |
| 6                           | Interpersonal orientation                   | 3            |
| 7                           |                                             |              |
| 8                           |                                             |              |
| 9                           |                                             |              |
| 10                          | I                                           |              |
| 11                          |                                             |              |
| 12                          |                                             |              |
| COURSE TOTAL (14 times 'L') |                                             | 14           |

**16. Brief description of tutorial activities**

|  |
|--|
|  |
|--|

**17. Brief description of laboratory activities**

| Module no.                  | Experiment description                                     | No. of hours |
|-----------------------------|------------------------------------------------------------|--------------|
| 1                           | Sel Awareness test                                         | 2            |
| 2                           | Cases involving self awareness                             | 2            |
| 3                           | Increasing self awareness through self disclosure-Exercise | 3            |
| 4                           | The Defining Issues Test                                   | 2            |
| 5                           | Decision Making involving ethical dilemmas                 | 2            |
| 6                           | Assessing cognitive styles                                 | 3            |
| 7                           |                                                            |              |
| 8                           |                                                            |              |
| 9                           |                                                            |              |
| 10                          |                                                            |              |
| COURSE TOTAL (14 times 'P') |                                                            | 14           |

**18. Suggested texts and reference materials**

STYLE: Author name and initials, Title, Edition, Publisher, Year.

**BOOKS**

Whetten, D. & Cameron, K.S. (2011 ). Developing Management Skills,. 8th edition. Prentice Hal

Nichols, S; & Stich, S.(2003). Mindreading: An integrated account of pretence, self-awareness, and understanding other minds. Oxford cognitive science series. New York, NY: Clarendon Press/Oxford University Press.

Marcel, A. J. (2003). The sense of agency: Awareness and ownership of action. In Johannes Roessler & Naomi Eilan (eds.), Agency and Self-Awareness: Issues in Philosophy and Psychology. Oxford: Clarendon Press.

**ARTICLES**

Rochat, P. (2004). Five levels of self-awareness as they unfold early in life.

Consciousness and Cognition, 12(4), 717-731.  
 O'Donoghue, T.; & Rabin, M. (2003). Self-awareness and self-control. In Loewenstein, George (Ed); Read, Daniel (Ed); Baumeister, Roy (Ed), . Time and decision: Economic and psychological perspectives on intertemporal choice New York, NY, US: Russell Sage Foundation.

**19. Resources required for the course** *(itemized & student access requirements, if any)*

|      |                               |  |
|------|-------------------------------|--|
| 19.1 | Software                      |  |
| 19.2 | Hardware                      |  |
| 19.3 | Teaching aides (videos, etc.) |  |
| 19.4 | Laboratory                    |  |
| 19.5 | Equipment                     |  |
| 19.6 | Classroom infrastructure      |  |
| 19.7 | Site visits                   |  |

**20. Design content of the course** *(Percent of student time with examples, if possible)*

|      |                            |  |
|------|----------------------------|--|
| 20.1 | Design-type problems       |  |
| 20.2 | Open-ended problems        |  |
| 20.3 | Project-type activity      |  |
| 20.4 | Open-ended laboratory work |  |
| 20.5 | Others (please specify)    |  |

Date:

(Signature of the Head of the Department)