

Name of Institute: Indus Institute of Management Studies (IIMS)

Name of Faculty: Dr Dharmil Patel

Course code: IMB0732

Course name: Negotiation and Counseling Skills for Managers

Pre-requisites: Basic concepts of business

Credit points: 3 Credits

Offered Semester: VII

Course Lecturer (1 to 15 weeks)

Full name: Dr Dharmil Patel

Department with siting location: 4th Floor, Bhanwar Building.

Email: dharmilpatel.mba@indusuni.ac.in

Consultation time: 9:00 AM to 4:30 PM

Students will be contacted throughout the Session via Mail with important information relating to this Course.

Course Objectives

To make students aware of the need for negotiations and counselling skills to become a successful Manager. To gain a sound knowledge related to negotiations and counselling.

Course Outcomes (CO)

At the completion of the course, the student will be able to:

CO1- Gain a solid understanding of negotiation skills.

CO2- Gain a solid understanding of counselling skills.

CO3- Identify and demonstrate the dynamic nature of negotiation process.

CO4- Identify and demonstrate the dynamic nature of Counselling process.

CO5- Develop the students' skills in applying the analytic perspectives; decision making practices.

CO6- Develop an understanding of the issues related to negotiation and Counselling .

CO- PO Mapping :

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	2	3	2	3	2	3
CO 2	2	3	2	2	3	3
CO 3	1	2	2	2	2	3
CO 4	1	2	2	2	3	3
CO 5	3	1	3	2	1	3
CO 6	2	2	3	3	3	1

Course Outline

UNIT-I

Introduction and relevance of counseling Skills: Introduction to Counseling; Six Approaches to Counseling. Goals of Counseling; Counseling Skills. Skills of Counselors; creating communication Skills and Feelings ; Creating mind sets; Counseling and the helping Process ; Counseling and helping Relationship

UNIT – II

Process of Counseling

Process of Counseling: the RUC model; Counseling Procedures; Counseling Skills. Role Conflicts in Counseling. Changing Behaviors Through Counseling; Organizational Application of Counseling Skills.

UNIT-III

Fundamentals of Negotiation Skills;

The Nature of Negotiation ; Strategy and Tactics of Distributive Bargaining ; Strategy and Tactics of Integrative Negotiation
Negotiation: Strategy and Planning
Negotiation Sub processes : Perception, Cognition, and Emotion ;Communication ; Finding and Using Negotiation Power ;Ethics in Negotiation

UNIT-IV

Negotiation Contexts & Individual Difference:

Relationships in Negotiation ; Agents, Constituencies, Audiences
Coalitions ; Multiple Parties and Teams
Individual Differences I: Gender and Negotiation
Individual Differences II: Personality **III: Work- Experience IV: Family Background**

UNIT- V

Counseling and Negotiation Issues across Culture and miscellaneous issues

International and Cross-Cultural Negotiation; Resolving Differences ;Managing Negotiation Impasses ; Managing Negotiation Mismatches ; Third Party Approaches to Managing Difficult Negotiations. Dealing with Problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse; Ethics in Counseling

Method of delivery

Lectures, role plays, case studies, experiential exercises, simulation and flipped classrooms.

Study time

Three hours per week

CO-PO Mapping (PO: Program Outcomes)

PO1: Develop Business Acumen & domain knowledge (With knowledge of Management theories & practices)

PO2: Develop Leadership and Team building

PO3: Enhance Critical Thinking, Analysis & Problem Solving

PO4: Build Awareness of Global Business Environment

PO5: Comprehend Legal, Ethical and Social Responsibility

PO6: Develop Communication Skills, Interpersonal and Soft Skills

Blooms Taxonomy and Knowledge retention (For reference)

(Blooms taxonomy has been given for reference)

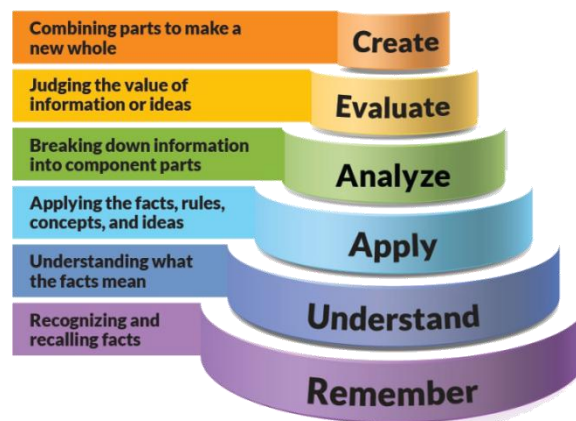


Figure 1: Blooms Taxonomy

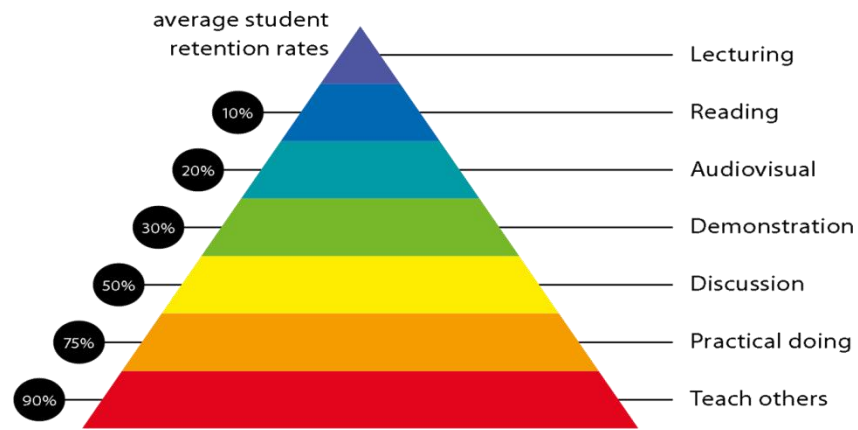


Figure 2: Knowledge retention

Graduate Qualities and Capabilities covered

(Qualities graduates harness crediting this Course)

General Graduate Qualities	Specific Department of Management Graduate Capabilities
<p>Informed</p> <p>Gain an understanding of the complexity of Negotiation and Counselling.</p>	<p>1 Professional knowledge, grounding & awareness</p>
<p>Independent learners</p> <p>Locate, evaluate and synthesize complex information. Opportunities to acquire these abilities are developed through lectures, case discussion and various experiential exercises.</p>	<p>2 Information literacy, gathering & processing</p>
<p>Problem solvers</p> <p>Having an understanding of Negotiation and Counselling.</p>	<p>4 Problem solving skills</p>
<p>Effective communicators</p> <p>Develop the ability to reflect on</p>	<p>5 Written communication</p>
	<p>6 Oral communication</p>

issues on hand. Through active participation enhance the skills to communicate verbally and in writing and develop practices expected of today's professionals.	7 Teamwork
Responsible Following the practices related to Negotiation and Counselling. and transactions	10 Sustainability, societal & environmental impact

Practical work: VISITING LAW OF COURTS/OFFICES

Lecture/tutorial times:

Lecture	Monday	09:00 to 10:00 am
Lecture	Wednesday	09:00 to 10:00 am
Lecture	Friday	09:00 to 10:00 am

Attendance Requirements

The University norms states that it is the responsibility of students to attend all lectures, tutorials, seminars and practical work as stipulated in the Course outline. Minimum attendance requirement as per university norms is compulsory for being eligible for mid and end semester examinations.

Details of referencing system to be used in written work

Text Books:

Kavita Singh, *Counseling skills for managers*, Pearson Education, New Delhi

Roy Lewicki, David Saunders, Bruce Barry, *Negotiation*, McGraw-Hill Education

Richard Nelson Jones, *Introduction to Counseling Skills*, Sage Publication

Roy Lewicki, David Saunders, Bruce Barry, *Essentials of Negotiation*, McGraw-Hill Education

Conflict Management: A practical guide to Developing Negotiation Strategies- Barbara A Budgeet Corvette- *Pearson Education, New Delhi*

Newspapers, magazines to be referred

Journal of Industrial Relations
Indian Management
Management Review – IIM Bangalore
Vikalp – IIM Ahmedabad
Human Capital

ASSESSMENT GUIDELINES

Your final course mark will be calculated from the following:

Internal evaluation pedagogy for 60 marks:

Written Exam- 40 Marks

Other components like attendance, assignment, viva, presentation etc...- 20 marks

SUPPLEMENTARY ASSESSMENT

Students who receive an overall mark less than 50% in mid semester or end semester will be considered for supplementary assessment in the respective components (i.e mid semester or end semester) of semester concerned. Students must make themselves available during the supplementary examination period to take up the respective components (mid semester or end semester) and need to obtain the required minimum 40% marks to clear the concerned components.

Practical Work Report/Laboratory Report:

Late Work

Late assignments will not be accepted without supporting documentation. Late submission of the reports will result in a deduction of some marks per calendar day.

Format

All assignments must be presented in a neat, legible format with all information sources correctly referenced. **Assignment material handed in throughout the session that is not neat and legible will not be marked and will be returned to the student.**

Retention of Written Work

Written assessment work will be retained by the Course coordinator/lecturer for two weeks after marking to be collected by the students.

University and Faculty Policies

Students should make themselves aware of the University and/or Faculty Policies regarding plagiarism, special consideration, supplementary examinations and other educational issues and student matters.

Plagiarism - Plagiarism is not acceptable and may result in the imposition of severe penalties. Plagiarism is the use of another person's work, or idea, as if it is his or her own - if you have any doubts at all on what constitutes plagiarism, please consult your Course coordinator or lecturer. Plagiarism will be penalized severely.

Do not copy the work of other students.

Do not share your work with other students (except where required for a group activity or assessment)

Course schedule (subject to change)

Week #	Topic & contents	CO Addressed	Teaching Learning Activity (TLA)
Week 1	Introduction and relevance of counseling Skills: Introduction to Counseling; Six Approaches to Counseling.	CO2, CO4, CO5, CO6	Lecture
Week 2	Goals of Counseling; Counseling Skills of Counselors; creating communication Skills and Feelings	CO2, CO4, CO5, CO6	Lecture
Week 3	Creating mind sets; Counseling and the helping Process ; Counseling and helping Relationship	CO2, CO4, CO5, CO6	Lecture/Case/Role play
Week 4	Process of Counseling Process of Counseling: the RUC model; Counseling Procedures;	CO2, CO4, CO5, CO6	Lecture & Case
Week 5	Counseling Skills. Role Conflicts in Counseling. Changing Behaviors Through	CO2, CO4, CO5, CO6	Lecture & Case

	Counseling		
Week 6	Organizational Application of Counseling Skills.	CO2, CO4, CO5, CO6	Lecture
Week 7	The Nature of Negotiation ; Strategy and Tactics of Distributive Bargaining ; Strategy and Tactics of Integrative Negotiation	CO1, CO3, CO5, CO6	Lecture/Case/Role play
Week 8	Negotiation: Strategy and Planning Negotiation Sub processes : Perception, Cognition, and Emotion	CO1, CO3, CO5, CO6	Lecture
Week 9	Communication ; Finding and Using Negotiation Power ;Ethics in Negotiation	CO1, CO3, CO5, CO6	Lecture
Week 10	Negotiation Contexts & Individual Difference: Relationships in Negotiation ; Agents, Constituencies, Audiences Coalitions, Multiple	CO1, CO3, CO5, CO6	Lecture

	Parties and Teams Individual Differences I: Gender and Negotiation		
Week 11	Mid sem exam		
Week 12	Individual Differences II: Personality III: Work- Experience IV: Family Background	CO1, CO2, CO3, CO4, CO5, CO6	Lecture
Week 13	Counseling and Negotiation Issues across Culture and miscellaneous issues International and Cross-Cultural Negotiation; Resolving Differences	CO1, CO2, CO3, CO4, CO5, CO6	Lecture
Week 14	Managing Negotiation Impasses ; Managing Negotiation Mismatches ; Third Party Approaches to Managing Difficult Negotiations	CO1, CO3, CO5, CO6	Lecture
Week 15	Dealing with Problem Subordinates; Performance Management; Alcoholism and	CO2, CO4, CO5, CO6	Lecture

	Other Substance Abuse; Ethics in Counseling		
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