

MANAGERIAL COMMUNICATION
26MBSE506

(COURSE HANDBOOK)

MBA

COURSE FACULTY:
MS. VERINA D'SOUZA

1. GENERAL INFORMATION

Welcome to Managerial Communication!

This course is designed to equip students with effective communication skills required for successful managerial and professional interactions. It focuses on active listening, oral and non-verbal communication, effective business writing, intercultural communication, crisis communication, and ethical conversational skills.

The course develops students' ability to communicate clearly and professionally through appropriate channels. It emphasizes listening and reading skills, the 7 C's of communication, formal and informal communication, business letters, reports, proposals, memos, and media management.

Students will also develop the ability to communicate effectively across cultures, interact with foreign clients, manage crisis situations, and apply conversation control and ethical communication techniques in professional contexts. Experiential activities such as group discussions, extempore, debates, email and letter writing, multicultural discussions, and crisis scenarios will strengthen practical communication competence.

We look forward to an engaging and productive semester together!

1.1.Course Objectives

This course is designed to

- Impart the knowledge about various communication skills.
- Familiarize with drafting business letters.
- Acquaint with the knowledge of drafting business proposals.
- Familiarize with communication skills to enhance the decision-making process.

1.2.Course Outcomes

- **CO1** Summarize the concepts, principles, and processes of managerial communication in organizations.
- **CO2** Develop effective listening, written and oral business communication for professional contexts.
- **CO3** Utilize appropriate listening, verbal, non-verbal, and digital communication techniques to enhance workplace.
- **CO4** Make use of interpersonal, intercultural, and conversational communication skills to manage professional interactions effectively.
- **CO5** Plan communication strategies to manage business writing, media communication, crisis situations, and ethical workplace communication

1.3. Set Text Books and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:

- Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, 4th Edition, Pearson Education, 2020.
- M K Sehgal, Vandana Khetrapal, Business Communication, 2nd Edition, Excel Books, 2013

1.4 References Books/recommended books/additional important text books

- Ober and Newman, Communicating in Business, 8th Edition, Cengage learning, 2018
- Kelly M, Quintanilla, Shawn T and Wahl, Business and Professional Communication, 3rd Edition, SAGE South Asia Publication Pvt. Ltd., 2017.
- Lesikar, Flatley, Rentz & Pande, Business Communication, 12th Edition, TMH, 2014.

1.5 Weblinks

- Managerial Communication-https://www.youtube.com/watch?v=yml9dx9nUco
- Business Communication-https://www.edx.org/learn/business-communications
- Soft skills course: https://nptel.ac.in/courses/110105052
- Group discussion- https://www.youtube.com/watch?v=BguYUJ7cWrs
- Effective writing: https://www.youtube.com/watch?v=Hdi1S52bhNg
- Role of ethics: https://www.researchgate.net/publication/362007695_
- Crisis communication: https://www.emerald.com/ccij/articleabstract/30/6/1111/1300443/Managerial-roles-in-internal-crisis-communication?redirectedFrom=PDF

2. THE COURSE

2.1 Course Description

Semester	**I**	CIE Marks	**50**
Course Code	**26MBSE506**	SEE Marks	**50**
Teaching Hrs/Week (L:T:P)	**4:0:0**	Exam Hr	**03**
Total Hrs	**52**	Credits	**04**

The Managerial Communication course equips MBA students with effective communication skills required for professional and managerial interactions. It covers active listening, reading, oral and non-verbal communication, business writing, intercultural communication, crisis communication, and ethical conversational excellence. The course is offered for 52 hours with 4 credits and is assessed through Continuous Internal Evaluation (CIE) of 50 marks and Semester End Examination (SEE) of 50 marks, with a 3-hour examination. Practical activities and business communication exercises help students develop professional communication competence.

2.2 Initiating Contact with Staff and Other Students

We encourage open communication and value your inquiries about the course; given the large number of students, please use email and office hours thoughtfully and check previous communications or the handbook before reaching out with administrative questions. Additionally, engaging with your peers for discussions and collaborative learning will enhance your understanding of the course material and foster a supportive academic community.

2.3 Resources

In addition to the college library, the provision of a modern learning environment allows students access a wide range of resources through the college website, including the VTU Consortium, e-learning platforms, and additional sources such as open-access repositories and government portals like NPTEL and NDLI. These digital tools offer access to e-books, research papers, video lectures, and interactive tutorials, creating flexible and comprehensive learning environments.

E-learning and digital library can be accessed via the college website https://mite.ac.in/ (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

2.4Staff

Course Faculty: Ms Verina D'Souza

Cabin: 3rd floor, PG Block

Email: verina@mite.ac.in

2.5Topics and Reading materials for each module

Module 1 No. of Hours: 10

- **Topic: Active Listening and Reading Skills**

  - **Listening:** Personal characteristics, types of listening, process and techniques of communication, factors affecting listening, barriers to listening.

  - **Reading**: Elements of reading, styles, Techniques for improving reading efficiency and retention, understand text organization, guidelines for effective reading.

- **Activities: Group Discussion, Extempore.**
- **Essential Reading:**
  - Chaturvedi P. D. & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, 4th Edition, Pearson Education, 2020.

- **Additional Reading:**
  1. Ober and Newman, Communicating in Business, 8th Edition, Cengage Learning, 2018.

Module 2 No. of Hours: 12

Topic: Building Interpersonal Communication Competence

- **Oral Communication:** 7Cs of communication, communication process, three aspects of oral communication—conversing, listening and body language, importance of oral communication skills, barriers to oral communication.

- **Formal Channels of Communication**: Downward, upward, diagonal, inward and outward communication.

- **Informal Communication**: Single strand, cluster and probability chain.

- **Non-verbal Communication**: Classification, merits and demerits.

- **Activities: Debate. Quiz Terminology.**
- **Essential Reading:**
  - M K Sehgal & Vandana Khetrapal, Business Communication, 2nd Edition, Excel Books, 2013.

- **Additional Reading:**
  - Kelly M. Quintanilla, Shawn T. Wahl, Business and Professional Communication, 3rd Edition, SAGE South Asia Publication Pvt. Ltd., 2017.

Module 3 No. of Hours: 10

- **Topic: Effective Writing for Business Impact**

- **Written Communication:** Methods of written communication, essentials of a business letter, types and parts of a business letter.

- **Business Reports:** Report writing process and types of reports.

- **Writing Proposals:** Structure and preparation of business proposals.

- **Writing Memos:** Principles and format of memo writing.

- **Media Management:** Press release and press conference.

3. **Activities: Email and Letter Writing.**
4. **Essential Reading:**
   - Chaturvedi P. D. & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, 4th Edition, Pearson Education, 2020.

- **Additional Reading:**
  - Lesikar, Flatley, Rentz & Pande, Business Communication, 12th Edition, TMH, 2014.

Module 4 No. of Hours: 08

- **Topic: Global Intercultural Communication**

  - Globalization and intercultural communication, cultural sensitivity, factors affecting cross-cultural communication, understanding different cultures, interaction with foreign clients, and barriers to communication.

- **Activity: Global intercultural communication.**
- **Essential Reading:**
  - Kelly M. Quintanilla, Shawn T. Wahl, Business and Professional Communication, 3rd Edition, SAGE South Asia Publication Pvt. Ltd., 2017.

- **Additional Reading:**
  - Ober and Newman, Communicating in Business, 8th Edition, Cengage Learning, 2018.

Module 5 No. of Hours: 12

- **Topic: Crisis Communication and Ethical Conversational Excellence**

  - **Crisis Management:** Introduction to crisis, power of communication in crisis management, crisis management phases, and crisis handling techniques.

  - **Conversation Intelligence & Dialogue Management:** Conversation control, application of conversation control skills, directions of conversation, noticing and recognizing cues and clues, managing negative responses, techniques, and role of ethics in communication.

- **Activity : Crisis Management Scenarios and Effective Conversation Skills**:
- **Essential Reading:**
  - Chaturvedi P. D. & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, 4th Edition, Pearson Education, 2020.
- **Additional Reading:**
  - 1. Ober and Newman, Communicating in Business, 8th Edition, Cengage Learning, 2018.

3. ASSESSMENT

The assessment for the Managerial Communication module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

The Continuous Internal Evaluation (CIE) consists of two internal tests scheduled for the 8th and 14th weeks, contributing a total of 30% to the overall marks. The remaining 20% of the marks (i.e. 40% of CIE) are allocated for other assessments, including assignments and activities. Students are expected to adhere to deadlines and submit assignments punctually, as active participation is a key criterion for the activity segment.

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Odd Sem).

Other Assessment:

The course includes two activity-based assessments to develop students' practical communication skills through experiential learning.Each activity carries 10 marks, with a total of 20 marks, comprising a Quiz on Communication Terminology and a Global Intercultural Communication Activity.

Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

Criteria	Excellent (4 points) ≥90%	Good (3 points) 70–89%	Fair (2 points) 50–69%	Poor (1 point) <50%
Quiz – Communication Terminology (10marks)	Demonstrates excellent understanding of communication terminology with highly accurate responses.	Demonstrates good understanding with minor errors.	Demonstrates basic understanding with some inaccuracies.	Demonstrates limited understanding with several incorrect responses.
Global Intercultural Communication Activity (10 marks)	Demonstrates excellent cultural sensitivity, participation, communication, and understanding of diverse cultures; contributes effectively to the activity.	Demonstrates good cultural awareness and participation with minor gaps.	Demonstrates basic cultural awareness and moderate participation.	Demonstrates limited cultural awareness, participation, and understanding.

4. Detailed Description of Module-wise Activities

Module 1

Activity1: Group Discussion
Students will be divided in groups and provided with a topic related to business, management, industry, current affairs, or contemporary issues. Each student will be encouraged to express their views, listen to others, present relevant arguments, and respond constructively to different perspectives. The discussion will be moderated by the faculty to ensure active participation and effective exchange of ideas.

Activity2: Extempore Speaking
Students will be given a topic related to business, management, current affairs, or contemporary issues. Each student will deliver a short speech on the given topic within the prescribed time limit. Students are expected to organize their thoughts, present relevant arguments, and communicate their ideas clearly and confidently without prior preparation.

Module 2

Activity 1: **Quiz on Basic Terminologies – Modules 1 & 2**

Students will be given workplace-oriented situations and asked to draft professional emails and formal letters. The activity includes writing emails for enquiries, requests, complaints, follow-ups, acknowledgements, and official communication, along with formal letters such as business enquiries, complaints, applications, and responses. Students will focus on appropriate structure, tone, clarity, conciseness, and professional etiquette.

The quiz will cover basic terminology related to listening, reading, oral, and interpersonal communication, including types of listening, listening barriers, the communication process, and the 7Cs of communication. It will also include key terms related to formal and informal communication channels, verbal communication, and non-verbal communication.

The quiz comprises 20 questions covering Modules 1 and 2, with each question carrying 0.5 mark, for a total of 10 marks.

This activity helps students strengthen conceptual clarity and apply appropriate communication terminology in professional contexts.

Activity	Marks	Assessment Focus
Quiz on Basic Terminologies – Modules 1 & 2	10	Knowledge, understanding, accuracy, and application of communication terminology

Activity 2: Debate

Students will be divided into teams and assigned a topic related to management, business, industry, society, or contemporary issues. Teams will be assigned positions either in favour of or against the given motion. Students will research the topic, prepare arguments, present their viewpoints, respond to opposing arguments, and participate in a structured discussion under the guidance of the faculty.

Module 3

Activity: Email and Letter Writing

Students will be given workplace-oriented situations and asked to draft professional emails and formal letters. The activity includes writing emails for enquiries, requests, complaints, follow-ups, acknowledgements, and official communication, along with formal letters such as business enquiries, complaints, applications, and responses. Students will focus on appropriate structure, tone, clarity, conciseness, and professional etiquette.

Module 4

Activity1. Global Intercultural Communication: "Culture in a Box"
Duration: 15 minutes | Group Size: 4–5 students

Each group will be assigned a country and prepare a creative "Culture in a Box" presentation highlighting its cultural practices and comparing them with those of India. The presentation should cover greetings, customs and traditions, dressing and grooming, food habits and dining etiquettes, business meetings, business gifting, socialisation, value of time, ways of addressing others, and key differences from Indian culture.

Preparation & Presentation: 10 minutes

Question & Answers: 5 minutes

This component aims to develop students' intercultural communication competence by enhancing cultural awareness, sensitivity, adaptability, and effective interaction across different cultural contexts.

Criteria	**Excellent (4 points) ≥90%**	**Good (3 points) 70–89%**	**Fair (2 points) 50–69%**	**Poor (1 point) <50%**
Cultural Understanding	Demonstrates excellent understanding of the assigned culture and its practices.	Demonstrates good understanding with minor gaps.	Demonstrates basic understanding with some gaps.	Demonstrates limited understanding.

Coverage of Content	Effectively covers greetings, customs, dressing, food, dining etiquette, business meetings, gifting, socialisation, time orientation, addressing others, and differences from India.	Covers most of the required aspects with minor omissions.	Covers some required aspects with limited detail.	Covers very few required aspects.
Cultural Comparison	Clearly identifies and explains relevant differences between the assigned culture and Indian culture.	Identifies relevant differences with minor gaps.	Identifies some differences but provides limited explanation.	Shows limited ability to compare cultures.
Communication & Presentation	Presents ideas clearly, confidently, creatively, and appropriately.	Presents ideas clearly with minor limitations.	Presentation is adequate but lacks clarity or confidence.	Presentation is unclear or ineffective.
Teamwork & Participation	All members participate actively and contribute effectively.	Most members participate actively.	Participation is uneven among members.	Minimal participation or teamwork.

Module 5

Activity1. Observation Activity- cues and clues

Students will be shown short workplace situations, videos, or role-play scenarios containing verbal and non-verbal cues. Working individually or in small groups, students will observe the given situations and identify relevant clues such as facial expressions, gestures, body language, tone of voice, and other contextual signals. Students will discuss what these cues indicate and share their interpretations with the class.

Activity2. Effective Conversation Skills.

Students will work in pairs and participate in a short conversation on a given topic. Each student will take turns speaking and listening while practising eye contact, active listening, clear speech, appropriate body language, and respectful responses. After the conversation, students will reflect on their experience and discuss what helped them communicate effectively. The activity will help students develop confidence, listening skills, and positive communication habits.