

## **DSE III: MDH 506: COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT**

### **Course Objective:**

The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

### **Learning Outcomes:**

After reading this paper the students should be able to:

1. Understand complex theory and practice of negotiation in particular and conflict resolution in general.
2. Identify the challenges we all have in dealing with negotiation and conflict resolution.
3. Apply negotiation as a system and the important role of subsidiary factors.

### **Course Contents:**

#### **Unit I (3 Weeks)**

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

#### **References:**

- Singh Kavita - Counselling Skills for Managers (PHI), Chapter 1, 2, 3, 4, 5, 6  
Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning, Chapter 1, 5  
Carroll, M.: Workplace counselling, Sage Publication, Chapter 1, 2, 3

#### **Unit II (3 Weeks)**

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

#### **References:**

- Singh Kavita - Counselling Skills for Managers (PHI), Chapter, 7, 8, 9, 10, 11, 12, 13  
Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning, Chapter 9, 11, 12, 14  
Carroll, M.: Workplace counselling, Sage Publication, Chapter 3, 4, 8

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### Unit III

(3 Weeks)

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

#### References:

Lewicki, R.: Essentials of negotiation, Chapter 1, 2, 3, 4, 6, 7

Korobkin, R.: Negotiation theory and strategy, Chapter 1, 2, 3, 8

### Unit IV

(3 Weeks)

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

#### References:

Lewicki, R.: Essentials of negotiation, Chapter 9, 10, 11

Korobkin, R.: Negotiation theory and strategy, Chapter 12, 13

#### Text Books:

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counselling, Sage Publication.
3. Kotler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.

#### Additional Readings:

1. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
2. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
3. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.

#### Teaching Learning Process:

Lecture, discussion, PowerPoint presentations.

#### Assessment Methods:

Internal Assessment: 25 marks

Written Theory Exam: 75 marks

## **COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT**

### **Keywords:**

Counselling Procedures and skills, Specific techniques of counselling, Performance management, Negotiation, Communication style, breaking deadlocks, mediation