SBP2MB723

Counseling, Counseling and Mentoring

(Elective)

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Objectives

In today's organizations which feature fewer management layers and emphasize individual responsibility, Coaching and Mentoring are the most effective methods of enhancing performance. It involves deliberate and specific activities that are designed to help people develop their skills by learning on the job.Productivity happens when managers can develop strong relationships with their employees. The course on coaching and mentoring builds thecapability of future managers to help their employees with the intangible elements of human relationships. This course will help you turn performance management into a collaborative process that benefits everyone. Companies from Tata Group, HUL, HCL, M&M and others hire coach for senior executives.

This program is designed to increase a future manager's skills as a coach and as a counselor. It gives equal weight to affective, behavioral, and cognitive aspects of the topics of coaching and counseling. Participants are asked to examine their own feelings about coaching and counseling, to practice key skills, and to acquire a basic understanding of when and why those skills are necessary.

At the end of the course the students should be able:

- To develop an appreciation of developmental relationship
- To develop effective interpersonal skills for coaching, counseling, and mentoring
- To identify counseling, coaching, and mentoring options for employees.
- To master the art of giving effective feedback while maintaining trust

Pedagogy

In addition to project, pedagogy is based on interactive learning. Exercises, role play, discussions, movies, case studies will be used to conduct a course. Experts from the industry will be invited to share their experiences.

Evaluation Criteria   (%)

Project -1	20%
Mid-term exam	20%
Project 2	10%
End term exam	30%
Self-reflection	20%
Total	**100**

Suggested readings

Babu, Santhosh (2012).Coaching: The art of developing Leaders.Wiley-India.

FLorence M. Stone. (2007). Coaching, Counseling & Mentoring: How to Choose & Use the Right Technique to Boost Employee Performance. 2[nd]ed. AMACOM.

Warren Redman (1996). Counselling for your staff.Kogan Page India Pvt. Ltd.

Guptan, Sunil Unny (2006). Mentoring: a practical guide to touching lives. Response Books, New Delhi.

Hawkins, P. & Smith, N. (2010). Coaching, mentoring and Organizational Consultancy. Tata McGraw Hill.

Wickman, Floyd &Sjodin, Terri (2005). Mentoring. Tata McGraw Hill, New Delhi.

Hunt, James &Weintraub, Joseph R. (2010). The Coaching Manager. Response Book.

JanesCaranwell-Ward, Bosson, Patricia &Gover,Sue (2004). Mentoring: A Henley review of best practices. PalgraveMacMillan, New York.

Margaret Hough (2002). A Practical Approach to counseling (2nd Ed.). Pearson Education Limited.

Angela M Thomas (1995). Coaching for staff development. University Press India Ltd.

Session Plan:

Session No.	Topic	Readings
1.	Introduction to the course	
2-4	Developmental relationship	Developmental Relationships
5-6	Counseling	Developing dyadic Relationships: Performance review and counseling; Issues of Human diversity in counseling
7 -8	Coaching	What is coaching Coaching: using feedback to achieve desired performance; Coaching for Results: An overview of Effective tools Types of coaching
9	Interpersonal feedback	Interpersonal feedback
10	The learning journal	The Learning Journal
11 - 12	Mentoring	The term 'mentoring-coaching and the model Mentor competencies: a field perspective
13-14	Coaching and Mentoring process at work place	Mentoring the manager ODA coaching model
15	Performance feedback	
16	Course wrap up	Workplace Mentor case study Spirit of Mentoring Blind date: a case study of mentoring as workplace A study of trends in mentoring relationships existing in the Indian IT industry