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**MNO1001X Management and Organization**

**MODULE COORDINATOR** : Ms Usa Skulkerewathana

**SESSION** : Semester 1, 2014/2015

**AIMS & OBJECTIVES**

This course is designed to equip students with

- An appreciation of the dynamic nature of management in organizations
- A framework for understanding the functions of management and roles of a manager.
- An awareness of the influence of environmental changes on the professional ethics and expectations of managers
- A foundation to rethink and critically explore the complexities of management in a competitive and an ever changing environment

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**BRIEF MODULE DESCRIPTION**

The 39-hour module focuses on the understanding of essential management functions and a manager's roles in the context of changes in the socio-economic environment. It aims to enhance students' awareness and appreciation of management practices in organizations.

The module is anchored on four essential functions of management, namely, planning, organizing, leading and controlling. While basic principles of management, which includes an overview of organizations and the role of managers and management will be discussed, critical issues facing management of today's organizations will also be explored. Topics addressing the challenges of today's organizations, such as the drive for profits versus corporate social responsibility, ethical decision-making, cross cultural and national diversity issues will be explored to provide a critical perspective of the challenges facing the managers of today. It is envisaged that thoughtful reflections of such issues will help prepare students make sense of their experiences in and with management when they embark on their careers.

## **COURSE OUTLINE**

The syllabus of the module, while centered on the essentials of management and organization, explores the intricacies of a manager's roles by presenting to students the following:

### **A. INTRODUCTION TO MANAGEMENT**

The module introduces to students some basic principles of management. This includes an overview of organizations, management functions, the roles of managers and the need for organizations to handle major challenges and changes in the global economy.

### **B. PLANNING**

The fundamental challenge of a manager is to develop a unified framework of thought that includes a good understanding of an organization's internal environment, capabilities and strategic directions. Such challenge requires effective planning and the capacity to recognize problems and opportunities in daily events, and to make good decisions and take appropriate action. Students will be introduced to the fundamentals of planning and decision-making.

### **C. ORGANIZING**

The establishment of a strong and stable organization is dependent on a multitude of factors. Foremost is the ability of management to provide structural designs that will best support and facilitate employees' work processes. How should a manager organize to ensure employees are connected and to maximise its resources? We will examine some challenges to gain insights into how managers organize to ensure success for their organizations.

### **D. LEADING**

Are managers leaders? Is it true that an individual who has power will be able to lead? What is the relationship between power and influence in organizations? Does power and influence give rise to effective leadership? Or is it ability to motivate is the answer to lead and inspire others? These are some questions we will explore in this section.

### **E. CONTROLLING**

A good understanding of what constitutes performance, criterion for measure of performance and systems for controls will be discussed to provide insights into the importance of control in managing. An organization may

have the best of plans, organisational structures and effective leadership. However, without good controls, there is no assurance that activities are going according to plans and goals are attained.

## **F. A MANAGER'S DILEMMAS IN A WORLD OF CHANGE**

Recent events in the world have brought several issues to the forefront. Unethical practices of business enterprises were reported in media: insider trading, unsafe products, unfair trade practices and environmental degradations are some examples that have been highlighted. Why and how should managers uphold their ethical leadership and influence in organizations?

### **TEACHING METHODOLOGY**

The teaching format of this module is via lecture-tutorial method. Students are expected to work consistently throughout the semester to accumulate marks before the final examination. Continuous assessment components take up to 70% of the final grade. This teaching format is designed to facilitate student-centered learning approach. Students are urged to make the best use of this approach by active and constructive participation.

### **REQUIRED TEXTBOOK AND READINGS**

Required textbook chapters and additional readings will be assigned for each week. Details will be given to students at the beginning of the semester.

### **METHODS OF ASSESSMENT**

Students will be assessed on the basis of both individual and group work. Continuous assessments account for 70% of the final grade, while the final closed-book examination makes up the other 30%.

Continuous Assessment (CA) components include:

1.	Subject Pool Exercise	10%
2.	Learning Contributions	15%
3.	Quiz	15%
4.	Group Project	30%