

**Module:** MNO1001X: Management and Organization

**Semester 1, AY2015/2016**

**Module Instructor & Coordinator:** Ms Indira Pant

**Module Description:**

Against the backdrop of a rapidly changing and intensely competitive business environment, the role of a manager has become increasingly complex. Socio-economic, political and environmental changes only add to this complexity. The focus of this introductory module is to provide students with the tools (and an understanding of the principles that underlie them) to become effective managers. Given the wide scope of the topics covered, this course helps students begin the critical and often challenging transition from academia to employment.

**Learning Outcomes:**

This course is designed to deliver a comprehensive overview of how organizations are managed. Students will develop:

- The capability to analyze the unprecedented levels of uncertainty and turbulence that confront organizations and their managers today
- An understanding of the functions managers must perform to succeed in such an environment
- The ability to apply frameworks, concepts and insights to enhance their current undergraduate as well as future employment experiences

**Modes of Teaching and Learning:**

This course will be conducted using the following lecture-tutorial format:

- Lecture: 2 hours; every week
- Tutorials: 2 hours; every alternate week

For each topic the lecture will highlight key concepts, theories and issues that will be further explored in tutorials. Student involvement will be critical in this module, which will use a variety of interactive instruction modes including case studies, structured exercises, group discussions, field work and both formal and informal presentations. There will be several structured and unstructured opportunities for contribution in small and large group settings. Individual as well as group activities (in particular, the team project) will enable students to understand and put into practice concepts such as planning, teamwork and leadership so vital for an effective manager today. Those who actively invest in this very student-driven course will undoubtedly extract the most value from it.

**Syllabus:**

The course explores the four central functions of management - planning, organizing, leading and controlling.

Planning: Following a structured approach to analyze an organization's external and internal environments, students will be introduced to the analytical tools and the process by which the organization develops a strategic response. Frequently this involves making difficult choices, resolving ethical dilemmas and being socially responsible.

Organizing: Translating a strategic plan into action requires an understanding of how organizations are designed to make them resilient and effective. In this segment, students will learn how managers create structures infused with cultures that facilitate effective decision-making and resource utilization as well as motivated and productive employees.

**Leading:** Students will potentially gain the most immediate return from this segment of the course, given the numerous team-based activities they participate in during their undergraduate programs. They will learn about using influence, managing conflict and developing strong communication skills. It will require them to reflect on how to forge, motivate and lead effective teams of diverse individuals.

**Controlling:** To help the organization steer a steady course, managers need to develop control systems to optimize productivity, quality and stability. In particular, students will examine the challenging task of measuring performance.

Armed with an understanding of these four functions, students will be encouraged to examine and critically evaluate factors that impact their own effectiveness. To prepare students for the reality that awaits them once they are employed, each topic will incorporate contemporary issues that confront managers today. These would include challenges thrown up by the growing use of cross-functional, diverse teams; or ethical dilemmas which invariably require complex trade-offs; or managing the disparate and growing expectations of an increasingly affluent, aware and able work force.

**Readings:**

Required textbook chapters and additional readings will be assigned each week.

**Assessment (%):**

Students will be assessed on the basis of both individual and group work throughout the semester.

- Subject pool exercise: 10%
- Learning contribution: 20%
- Tests: 30%
- Team project: 40%

**ACADEMIC HONESTY & PLAGIARISM**

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity and honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>

**Pre-requisite(s):**

Nil

**Preclusion(s):**

Students who have taken BE2106, EG1423, CS1303, BK2002 or BZ1001 or BH1001 are not allowed to take MNO1001X. Students who took HR2001, HR2101, HR3111 or HR3308 cannot take MNO1001X