

**National University of Singapore
NUS Business School
Department of Management and Organisation**

MNO1001: Management & Organisation

Session: Semester 1, AY2016/17 (August – November 2016)

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Course Description

The purpose of this module is to introduce you to the breadth of Management and Organisation. It provides you with a curated series of snapshots of different aspects of management. It provides the foundation for more advanced modules.

By the end of the module you should have:

- An awareness of the theoretical and methodological foundations of Management
- An appreciation of emotions, motivations and other individual factors at work
- An understanding of the relationship among leadership, power and responsibility.
- Some knowledge of the features of work organisations and their dynamic nature.

This module is designed like a play, in 4 Acts. Below is an *indicative* list of topics. The list may be varied to allow for learning opportunities such as talks by guest speakers and e-learning.

Act 1. Management as a Discipline

Management as a Way of Thinking

- Origins of the field
- Levels of analysis
- Theoretical Paradigms

Why does it matter?

- What keeps managers/leaders awake?
- What do they wish they had paid more attention to in school?
- What is needed to survive in future?

Science of Management, Research methods

- Is it just fluff? Can you bluff your way through?
- Is it just common sense?
- Methodological underpinnings

What is the purpose? What will I gain?

Act 2: Understanding before leading

- Understanding emotions
- Emotional self
- Emotions at work

What motivates people?

- Elements of Motivation
- Why go to work?

Diversity at work

- Working across cultures
- Cultural Intelligence

Working with others: Collaboration, teams and inter-team work

- Groups vs. teams
- Collaborative processes

Act 3: Managing and Leading

Leadership: The Holy Grail

- Assumptions
- Key Debates

Power & Influence: The dark side?

- Who gets power?
- Bases of power

Leading responsibly: Ethics and Social responsibility

- Ethical Systems
- New approaches to blending business and social good

Act 4: Organisations and Change

Organizational Culture and Values

- Organisational Culture: Form and Substance
- Elements of organisational culture
- Learning culture

Organizational Change: What will the future be?

- Why Change?
- Forces for change
- Continuing to learn

Epilogue: Group Presentations (2 sessions)

Modes of learning

This is a grade free semester! I hope you will take the chance to ask questions, explore ideas and build on one another's thoughts so that our classes will be lively and vigorous.

Classes will be conducted in a seminar format. The course will be learner-centered, so please be a responsible learner.

Learners' responsibilities

To gain the most from each class, you should:

- Be prepared for all classes, having completed the readings and assignments. This is especially important given the nature of the approach we will be adopting.
- Be responsible for participating actively in class
- Be willing to question, think critically and learn from others.

We will be using group exercises as part of the learning process. You have a responsibility to your group to be prepared for the exercise and play your part.

At some point in the semester you will (working in groups) be put in charge of part of a class session. You will have to make sure you prepared to lead the discussion for that session.

Outside of classes, professors' main mode of communication with the class will be via IVLE and e-mail. It will be your responsibility to check your NUS mailbox regularly, and to also read the announcements, updates and other materials uploaded to the IVLE.

Learning resources

Recommended Texts:

EITHER

- a) Bateman, T.S. & Snell, S.A. 2015. *Management: Leading and Collaborating in a Competitive World*. 11th Edition. McGraw – Hill.

OR

- b) Lim G.S., Chua S.B., =Skulkerewathana U., & Daft, R.L. (2015). *New Era of Management in a Globalized World: An Asian Perspective*. Singapore: Cengage Learning. ISBN-13: 978-981-4624-46-6 ISBN-10: 981-4624-46-2.

Other required and recommended readings will be posted to the IVLE e-reserves.

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 & 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/>

Assessment

Subject Pool 10%

Participation 20%

Topical Presentation "Expert for a day" (in groups) 20%

Written Assignment (individual) 25 %

Project (report and presentation) 25%