

MNO1001X: Management and Organization

Session: Semester 2, 2014/15

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Course Objectives

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 manager must perform to succeed in such an environment
- The ability to apply these concepts and insights to enhance their current undergraduate as well as future employment experiences

Content Overview

Given the wide scope of the topics covered, this course helps students begin the critical and often challenging transition from academia to employment.

Against a 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.

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

Planning: Following a structured approach to analyzing the external environment, students will be introduced to the analytical tools and process by which an 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.

Required Text And Readings

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

Teaching Methodology

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

- Lecture: 2 hours; every week; starting week 1
- Tutorials: 2 hours; every alternate week; *odd* groups starting week 3; *even* groups: starting week 4

For each topic the lecture will highlight key concepts, theories and issues - which will be further explored in tutorials. Student involvement will be critical in this module, which will use a variety of interactive and engaging instruction modes. There will be several structured and unstructured opportunities for contribution in small and large group settings. Students will have opportunities to put into practice concepts such as planning, teamwork and communication 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.

Assessment

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

I.	Continuous assessments	70%
	Subject pool exercise	10%
	Learning contribution	10%
	Test	15%
	Group project	35%
II.	Final examination (closed book)	30%