

Module: MNO1001X Management and Organization

Semester 2, AY2015/2016

Module Instructor & Coordinator: Usa Skulkerewathana

Module Description:

The 13-week 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 students make sense of their experiences in and with management while in school and at the workplace in the future.

Topics include:

- Introduction to Management
- Planning
- Organizing
- Leading
- Controlling
- A Manager's dilemmas in a world of change

Learning Outcomes:

- An appreciation and understanding of the dynamic nature of management in organizations
- Knowledge and understanding of the functions of management and roles of a manager.
- Ability to rethink and critically explore the complexities of management in a competitive and an ever changing environment

Modes of Teaching and Learning:

The teaching format of this module is via lecture-tutorial method. Students are expected to work consistently throughout the semester to accumulate marks. It is a 100% continuous assessment module. 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.

Syllabus:

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?

Readings:

(a) Compulsory/recommended reading:

New Era of Management in a Globalized World: An Asian Perspective by Lim, Chua, Skulkerewathana, Daft (2015).

(b) Supplementary reading:

TBA.

Assessment (%):

1. Subject Pool Exercise	10%
2. Learning Contributions	20%
3. Tests	30%
4. Group 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 & 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):

NA.

Preclusion(s):

NA,