

Module: MNO3303 Organisational Effectiveness

Session: Semester 2, AY2016/17

Instructor: Dr. Heeyon KIM (Department of Strategy and Policy)

Module Description:

This course aims to introduce students to the field of organization theory -- which incorporates concepts from various disciplines such as management studies, sociology, psychology, political sciences and economics to study organizations. The course is designed to encourage students to actively and critically use these concepts to make sense, diagnose, manage and respond to the emerging organizational needs and problems.

Learning Outcomes:

The emphasis of this course is on the practical value of organization theory for students as future managers and as decision-makers of organizations. Developing an understanding of how (should) organizations structure and operate is critical so that students, the future managers, will be able to fulfil their roles effectively.

Modes of Teaching and Learning:

Each week we will explore a different topic of organization theory and show how it can be used to anticipate, understand, and resolve different problems that arise from business organizations in today's turbulent environment. We will make the link between organization theory and the realistic world by using textbooks, class exercises, case/video discussions and supplementary readings. Because actively applying organization theory concepts is the goal, case analysis and discussion are integral parts of the course. The cases are designed to test and sharpen students' ability to identify the theoretical concepts in actual organization settings and to apply these concepts in decision-making.

To achieve the course objective, this course is organized as a seminar. Active participation of EVERY student is a MUST. Independent and reflective learning and critical thinking will be emphasized and the roles of instructor are confined to a guide, facilitator and clarifier. While the instructor will introduce the materials and provide a roadmap every week, the lecture/discussion will be conducted in a bilateral, interactive way. Students need to prepare for each session by reading the assigned materials and actively participate in the class. Moreover, students will be asked (in groups) to present the materials and lead the discussion for cases and videos. Special class formats such as debate will also be incorporated.

Syllabus:

- Organizations, Theory and Design, and History
- Goals, Strategy and Effectiveness
- Fundamental of Organizational Structure
- Globalization, Culture and Organizations
- Organizational Environment, Part 1 (Basic Concepts)
- Organizational Environments, Part 2 (Theoretical Perspectives)
- Organizations and Technology
- Informal Networks
- Power and Politics in Organizations
- Organizations and Ethics

Readings:

(a) Compulsory/recommended reading:

- Organization Theory and Design by Richard L. Daft, Jonathan Murphy, and Hugh Willmott (second edition)
- 6 cases (TBD)

(b) Supplementary reading:

Assessment (%):

Midterm Quiz:	25%
Group Project:	25% (Final Presentation)
Class Presentation:	20% (Case Presentation 10%; Debate 10%)
Att.& Participation:	20%
Individual Essay	10%

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/>