

**NATIONAL UNIVERSITY OF SINGAPORE
NUS Business School**

BMA5004A Management and Organizations

Professor:

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When I was asked to teach this course, I asked myself:

- “What is the purpose of this course?”
- “How can we help you be more successful at the workplace?”
- “How will we help the people that you will be managing?”

Course Objectives

We note that in Singapore our workforce have been consistently rated by international surveys as being number one. However, our managers have consistently been rated as mediocre! So one of the purpose of this module must be to improving the capabilities of our managers. However, it is clear that our teaching methods in the past have failed to achieve this purpose, so to teach the same way is to guarantee similar results. We have to do things differently, we have to teach and learn in a different way so that we will get a different outcome.

Thus, this course will be structured as an active learning journey for us to examine at the current and emerging issues and challenges that managers must resolve. Following that we will learn to plan, organize, and ensure that plans are executed in a way that will ensure the desired outcomes.

The key word here is “active learning.” By active learning, I mean that it is your responsibility to actively participate in 1) identifying the issues, 2) actively researching for information, and 3) applying useful information to resolve the issues.

Tentative Course Content

1. What is management, what are the theories and controversies?
2. What are the current and emergent issues facing organizations and their implications on managing?
3. What is the best theory on planning, organizing, ensuring, and leading that we can use to address current and emerging challenges?

4. What are the practical steps that you can take when applying the most appropriate theories?

Participants

We hold the expectation that participants are mature students who are independent learners. This is an MBA course and the teaching methods will be significantly different from that of an undergraduate module. Students are expected to:

- Source and read relevant information on their own vs. read only the textbook or assigned readings
- Intelligent consumers of information
- Generate the response to issues
- Intelligently evaluate and critique responses

Role of instructor

I will facilitate learning. I have no answers to provide you. I will structure the processes and facilitate discussions but will spend very little time providing anything that you can read up on your own. Class time will be more effectively used for exchanging ideas and generating issues to be resolved

Our Organizational Culture

1. 3HTs - High Trust, High Touch, High Task
2. Maximize our collective potentials
3. Open and experiential approach to learning
4. Appreciative Active Learning , Inquiry based learning
5. Maximum participation, creativity, and spontaneity

Assessment

To Be Announced

Final Grade

As in all grading exercises in the Singapore schools, the final grade reflects your performance relative to your peers. **Foreign students please take note and consult your Singaporean counterparts on this issue. This is your responsibility.**

I do not want any misunderstandings or to debate this issue when you receive your official grade.

Pre-Module Work

1. Read Course webpage and outline
2. Read up on how to conduct 1) Scenario Planning, and 2) Nominal Group Technique. We will use it to generate and prioritize issues organizations and managers face in the next 5 years and 20 years from now.
3. Understand the pros and cons of these techniques and when can they be useful when you manage.
4. Prepare a hard copy of your notes as a “ticket” for entry into class. We don’t want social loafers, free riders, etc. in this class.