

Subject Code	MM511
Subject Title	Managing Organizations and People
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Exclusion: Managing Organizations and People (MM5117 or MM5119)
Role and Purposes	This course aims to introduce students to concepts and practices of the four basic management functions of planning, organizing, leading and controlling. It aims to facilitate students to acquire a good grounding for further studies in more specialized management subjects, and to apply theories to practice in becoming more effective managers.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> a. practice the four basic management functions of planning, organizing, leading and controlling, and managerial ethics; b. apply theories to diagnose and solve organisational issues; c. synthesize new ideas from various sources, such as professional and academic books and journals.
Subject Synopsis/ Indicative Syllabus	<p>Managing Organizations and People: An Overview Definitions of management, organization and organizational behaviour. History of management. The organization environment. International management. Contemporary management issues.</p> <p>Decision Making Models of management decision making. Managerial ethics and social responsibility.</p> <p>Management Functions The planning process and strategic planning. The organizing process and organizational structures. The leading process and people management. The controlling process and controlling techniques.</p> <p>People Management Skills Group and team dynamics. Leadership models. Communication models. Conflict resolution models. The management of corporate values and culture. Management of change and organizational development.</p>
Teaching/Learning Methodology	Lectures are used to impart management and organizational concepts which are explored in greater detail via case studies. Students will learn management skills through participative experiential class exercises. Synthesis and application of knowledge are assessed by means of presentation, essays and examination.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
			a.	b.	c.	
	Continuous Assessment*	50%				
	1. Individual paper	25%	✓		✓	
	2. Group presentation / project	25%	✓	✓		
	Examination	50%	✓	✓	✓	
	Total	100 %				
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in both the Continuous Assessment and Examination components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject –</p> <ol style="list-style-type: none"> 1. engage in a case-study group project to apply theories to practice; 2. write an individual paper that explores a certain topic/area of management in greater depth; and 3. take a closed-book exam to demonstrate conceptual and analytical skills by presenting arguments for and/or against certain topics based on theories, and if and when appropriate, taking circumstantial practicalities into consideration. <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>						
Student Study Effort Expected	Class contact:					
	▪ Lectures		39 Hrs.			
	Other student study effort:					
	▪ Preparation for lectures		39 Hrs.			
	▪ Preparation for assignment / group project and presentation / examination		39 Hrs.			
Total student study effort		117 Hrs.				
Reading List and References	<p>Recommended Textbooks</p> <p>Bartol, Kathryn, Tein, Margaret, Matthews, Graham and Sharma, Hishnu (2011). <i>Management: A Pacific rim focus</i> (6th ed.). North Ryde, NSW: McGraw-Hill Australia.</p> <p>Bateman, Thomas S., Snell, Scott A. and Konopaske, Robert (2017). <i>Management: Leading & collaborating in a competitive world</i> (12th ed.). Dubuque: McGraw-Hill Education.</p>					

Griffin, Ricky W. (2017). *Management* (12th ed.). Boston, MA: Cengage Learning.

Lim, Ghee Soon, Chua, Siew Beng, Skulkerewathana, Usa and Daft, Richard L. (2015). *New era of management in a globalized world: An Asian perspective*. Singapore: Cengage Learning Asia.

Robbins, Stephen P. and Coulter, Mary (2018). *Management* (14th ed.). Boston: Pearson.

Williams, Chuck (2016). *Effective management* (7th ed.). Boston, MA: Cengage Learning.

References

Buchanan, D. & Huczynski, A. (2007). *Organisation Behaviour- an Introductory Text*, Prentice Hall: London.

Crainer, S. (2000). *The Management Century, a Critical Review of 20th Century Thought and Practice*, Jossey-Bass: San Francisco.

Dawson, Sandra (1996). *Analysing organizations* (3rd ed.). Basingstoke: Macmillan.

Deresky, Helen (2017). *International management: Managing across borders and cultures, text and cases* (9th ed.). Boston: Pearson.

Francesco, A. M. & Gold, B. A. (2005). *International Organizational Behavior* (7th ed.), Pearson: Upper Saddle River, NJ.

George, Claude S., Jr. (1972). *The history of management thought* (2nd ed.). Englewood Cliffs, New Jersey: Prentice Hall.

Gulati, Ranjay, Mayo, Anthony J. and Nohria, Nitin (2017). *Management: An integrated approach* (2nd ed.). Boston: Cengage Learning.

Hellriegel, Don, Jackson, Susan E. and Slocum, John W., Jr. (2008). *Management: A competency-based approach* (11th ed.). Mason, Ohio: South-Western.

Hitt, Michael A., Black, J. Stewart and Porter, Lyman W. (2012). *Management* (3rd ed.). Upper Saddle River, NJ: Pearson.

Hofstede, Geert (2010). *Cultures and organizations: Software of the mind – Intercultural cooperation and its importance for survival* (3rd ed.). New York: McGraw-Hill.

Kennedy, Carol (2007). *Guide to the management gurus: Shortcuts to the ideas of leading management thinkers* (5th ed.). London: Random House Business.

Luthans, Fred (2005). *Organizational behaviour* (10th ed.). Boston, MA: McGraw-Hill Irwin.

Mintzberg, Henry (1993). *Structure in fives: Designing effective organizations*. Englewood Cliffs, NJ: Prentice-Hall.

Mullins, Laurie (2016). *Management and organizational behaviour* (11th ed.). Harlow: Pearson.

Pugh, Derek S. and Hickson, David J. (2007). *Writers on organizations* (6th ed.). Thousand Oaks, CA: Sage.

Robbins, Stephen P. and Judge, Timothy A. (2017). *Organizational behaviour* (17th ed.). Boston: Pearson.

	<p>Journals</p> <p>Academy of Management Executive Academy of Management Journal Academy of Management Review Administrative Science Quarterly Harvard Business Review Human Relations Journal of Applied Psychology Journal of General Management Journal of International Business Studies Journal of Management Journal of Management Studies Journal of Organizational Behaviour Management Review Organization Science Organization Dynamics Organization Studies Personnel Psychology</p>
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