NATIONAL UNIVERSITY OF SINGAPORE
NUS Business School
Department of Management and Organization
Dr. Sandy Lim

BMA5004 Management & Organization (2 mc, intensive format)
FM1, 4-6 January 2016
FM2, 7-9 January 2016

ABOUT THE COURSE

Managers often express surprise when they find that people are more difficult than numbers to understand. Recruiters often indicate that they wish new managers possessed stronger people skills. Alumni often affirm that they too wish they had stronger people skills. The aim of this course is to provide you with some of these skills so that you can become a more effective manager and leader.

However, management is not a science. Nor is it a profession. It is an art -- a craft that is developed over a lifetime. This course is therefore not designed to offer you a magic formula for how to manage an organization. It is designed to provide tools to help you better understand why people in organizations do the things they do and how to influence these behaviors. We will use theories of management, economics, sociology, psychology, and philosophy to help us discuss individual-, team-, and organizational-level behaviors.

The format for this course will be highly interactive in order to provide a rich learning experience. We will do this through the use of debates, role-playing, simulations, and case studies. Each of these experiences will provide opportunities to reflect and analyze in order that we may walk away with new ways of looking at the world around us. We will have few traditional lectures and those that we do have will be short ones that serve to synthesize a class discussion or exercise. This means that the majority of our class time will require the inputs of the entire class, so it is essential for all of us to be well prepared for each class in order for any of us to take anything away from it.

COURSE TOPICS, MATERIALS AND ASSIGNMENTS

This intensive course covers the content of a half-semester class in a period of three days. In order to do this, however, we depend on class participants to complete course readings and preparatory work in advance of the class. All course materials are distributed in electronic format through IVLE.

Day 1 morning session: Getting Organized—Structure in Organizations
Supplementary Readings:
• “Evidence-based management” by Pfeffer & Sutton in HBR (Jan 2006)
• “Do you have a well-designed organization?” by Goold & Campbell in HBR (Mar 2002)
• “Wrong People” by Mintzberg in Managers Not MBAs (2005)

Day 1 afternoon session: Creating Community—Culture in Organizations
Supplementary Readings:
• “Understanding Cultures” by Pearce in OB: Real Research for Real Managers (2012)
• “Welcome to the new company town” by Useem in Fortune (10 Jan 2000)

Day 2 morning session: Bringing out the Best—People in Organizations
Supplementary Readings:
• “Employee motivation: A powerful new model” by Nohria et al. in HBR (Jul-Aug 2008)
• “It’s not just a job: Shifting meanings of work in the wake of 9/11” by Wrzesniewski in JMI (Sept. 2001)

Day 2 afternoon session: Driving Change—Power in Organizations
Supplementary Readings:
• “Harnessing the science of persuasion” by Cialdini in HBR (October 2001)
• “An Exhortation to Liberate Italy from the Barbarians” by Machiavelli (1513)
• “Leading change: Why transformation efforts fail” by Kotter in HBR (Jan 2007)
**Day 3 morning session: Deciding and Learning—Cognition in Organizations**

*Supplementary Readings:*
- “What you don’t know about making decisions” by Garvin & Roberto in *HBR* (September 2001)
- “The hidden traps in decision making” by Hammond, Keeney & Raiffa in *HBR* (September 1998)
- “The competitive imperative of learning” by Edmondson in *HBR* (Jul-Aug 2008)

**Day 3 afternoon session: Moving Forward—Setting direction for continuous improvement**

*Supplementary Readings:
- “The good life: Good money, good work, good friends, good questions” by Torbert in *JMI* (March 1994).
- “Radical change, the quiet way” by Meyerson in *HBR* (October, 2001)

*Note: Schedule and readings are subject to change*

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**ASSESSMENT**

One Page Reflections and Case Questions (15%)

Management in the Media (30%)

Class Contribution (30%)

Final Integrative Case Study (25%).

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**ACADEMIC HONESTY AND 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. In written reports, give credit where credit is due, acknowledging sources for both ideas and direct quotations. Follow accepted standards for citing and referencing sources (e.g., APA or MLA format). This is a minimum standard. In case of any doubts, you should consult your instructor. Students in this course will not receive academic credit for submitted assignments where there is evidence of plagiarism.

Additional guidance is available at:
[http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct](http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct)

Online Module on Plagiarism:

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**FINAL NOTES**

I look forward to seeing you in class. Please do not hesitate to contact me at any time if you have any questions, comments, or concerns.