

Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

The sections shown on this interface are based on the templates [UG OBTL+](#) or [PG OBTL+](#)

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to [Data Transformation Status](#) for more information.

Expected Implementation in Academic Year	AY 2020/21
Semester/Trimester/Others (specify approx. Start/End date)	Semester 1 Semester 2
Course Author * Faculty proposing/revising the course	Kumaran Rajaram
Course Author Email	rkumaran@ntu.edu.sg
Course Title	Management Principles, Skills and Competencies
Course Code	BE2602
Academic Units	3
Contact Hours	39
Research Experience Components	Research Defined Course (at least 50% of deliverables involve practical research activities: problem identification, hypothesis forming, data collection/analysis/interpretation, result communication)

Course Requisites (if applicable)

Pre-requisites	AB1601 (Organizational Behaviour and Design)
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

Course Aims

Management Principles, Skills and Competencies is a comprehensive introductory course on the management process from a manager's perspective, with particular emphasis on the skills, competencies, techniques, and knowledge needed to successfully manage an organization. This course explores the basic concepts and processes of management. You will examine the fundamental roles and processes of planning, leading, organizing, and controlling that comprise the managers' role. It focuses on the entire organization from both a short and long-term perspective for strategic vision, setting objectives, crafting a strategy, and then implementing it. This course will enable you to develop short and long-range plans to effectively accomplish organizational goals. You will develop skills related to the manager's function as required in today's competitive environment.

This course examines the logic and working of organizations. It also investigates how organizations develop and maintain competitive advantage within a changing business environment influenced by political, economic, social, technological, legal and environmental [PESTLE] factors. The course content is organized around the four 'pillars' of management viz. planning, organizing, leading and control [POLC] for systematic understanding of management-related challenges and applying conceptual tools and techniques in analyzing, evaluating, and addressing management issues. This course is for undergraduate students to be equipped with fundamental management principles, its application aspects and the essential managerial skills to be a future-ready business leader.

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Evaluate issues in business organizations in the dynamic global environment and apply management principles to develop and propose solutions
ILO 2	Evaluate the ethical issue(s), report its implications and apply ethical reasoning to develop solutions
ILO 3	Evaluate how organizations develop and maintain competitive advantage
ILO 4	Formulate business decisions using various tools and techniques to remain competitive
ILO 5	Analyze how managers use problem-solving strategies and critical thinking skills in real-life situations
ILO 6	Relate how different areas of the business (i.e., Manufacturing/Service, Marketing, Finance and Human Resource Management) support the vision and mission
ILO 7	Amongst the above, you will develop the following managerial soft skills: a. Problem-Solving and Decision Making b. Teamwork & Interpersonal Skills c. Critical Thinking Skills d. Ethical Reasoning Skills e. Interpersonal competencies to motivate self and inspire others f. Communication skills

Course Content

• Introduction to Management and Managing Business Operations • Organizational Environment: External & Internal • Ethics & Corporate Social Responsibility • Planning for Business Operations I • Effective Manager and Project Management • Decision Making, Creativity & Innovation • Leading • Controlling • Human Resources Management • Organizing: Building a Dynamic Organization • Globalization and the Manager • Quality Management

Reading and References (if applicable)

Primary Textbooks: 1. R, C&C Rajaram, K., Ching, K.W. and Chua R.Y.L. Experiential and Active Learning Handbook – Nurturing Global Leaders towards Managerial Excellence, McGraw-Hill, 2021 2. R&E Rajaram, K and Eugene ST, Street Smart Strategies for Time Mastery, Candid Creative Publishing, 2020 3. B&S Bateman, T.S. and Snell, S. A. Management: Leading and Collaborating in a Competitive World, McGraw-Hill, 13th ed., 2019 (ISBN:978-1-260-09228-8) HD31.B328mc 2019 (NTU Business Library) Other references: 1. G&J Gareth R. Jones and Jennifer M. George. Contemporary Management, 11th Edition, McGraw Hill, 2020 2. G, C&B Gido, Clements, Baker. Successful Project Management, 7th Edition, Cengage, 2018 3. J&G Jones, G.R and George, J.M. Contemporary Management, McGraw-Hill, 8th Edition, 2014 (ISBN:978-1-259-01179-5) HD31.J77 2014 (NTU Business Library) 4. Sch Schermerhorn, J.R, Introduction to Management, John Wiley, 13th Edition, 2015 (ISBN:978-1-118-95118-7) HD31.S326 2015 (NTU Business Library) 5. WC Williams, C., Principles of Management, South Western/CENGAGE Learning, 7th Edition, 2013 (ISBN-13:978-1-111-96982-0) HD31.W722 2013a (NTU Business Library) 6.R&C Robbins S.P. and Coulter M., Management, Pearson, 12th Edition, 2014 (ISBN13: 978-0-273-78702-0) HD31.R636 2014 (NTU Business Library) 7. Video Enron: The Smartest Guys in the Room HD9052.U54 E59 (NTU Business Library)

Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	Introduction • Overview of the course • What is Management? • Why study management? • Classical Management Approaches • Managing in the 21st Century Managing Business Operations • Functions of management • Management levels and skills • • Efficiency & Effectiveness for Business Performance	Course ILO 1, 3 Lesson 1 Describe the historical context of modern management 2. Explain how managers work with people and other resources to achieve organizational goals 3. Explain how	B&S: Ch. 1 & J&G: Ch. 1 Lesson Notes and Video Animations Class Activity [Refer to R, C&C – Handbook: Part One (Foundations of Management, Topic 1: Managing Performance and Business Operations)] Class Discussion Questions: Contemporary Management Concepts & Theories – Do you know how to apply? (Activity 7)		

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		to man age oper ation s effici ently and effec tivel y 4. Eval uate the chall enge s in man aging peop le and othe r reso urce s to acco mplis h orga nisat ional goals effici ently and effec tivel y			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
2	Organizational Environment: External & Internal • The macro-environment • The competitive environment • Culture and the internal environment	Course ILO 3 Lesson 2 ILO 1. Explain how external and internal environments impact the functioning of an organisation 2. Evaluate how external and internal environments impact the operation of an organisation	B&S: Ch. 2 Lesson Notes and Video Animations Class Activity [Refer to R, C&C – Handbook: Part One (Foundations of Management, Topic 2: The External and Internal Environments)] Problem-Based Activity: Domino's Pizza (Activity 11)		
3	Ethics &	Cour	B&S: Ch. 5		

Week or Session	Corporate Social Responsibility • Topics or Themes • Business Ethical systems ethics • Ethical decision making Corporate social responsibility	ILO	Lesson Notes and Video Animations Readings Class Activity 1 & 2 [Refer to R, C&C – Handbook: Part Six (Ethics, CSR & Quality Management, Topic 13: Ethics & CSR)] Case Scenario: A Hospital Tale (Activity 5) Video Case-Study: CSR (Activity 9) Brief on Individual Ethical Reasoning Assignment	Delivery Mode	Activities
		se ILO 2 Less on 3 ILO 1. Expl ain the impo rtanc e of ethic al beha viour and corp orate socia l resp onsi bility in the glob al envir onm ent 2. Desc ribe the impli catio ns of ethic al beha viour and corp orate socia l resp onsi bility			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		3. Apply the concepts and implications of business ethics and ethical systems in decision making			
4	Planning for Business Operations • Planning fundamentals • Levels of planning	Course ILO 1,7,6 Lesson 4 ILO 1. Explain how planning provides managers and its members with a clear map to follow their	B&S: Ch. 4 Lesson Notes and Video Animations Class Activity 1 & 2 [Refer to R, C&C Handbook: Part Two (Planning: Delivering Strategic Value, Topic 3: Planning for Business Operations)] Case-Study: Douglas Conant's stirring to keep Campbell Soup thriving (Activity 4) Video Case-Study & Class Discussion: Balance Scorecard (Activity 7)		

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		future actions 2. Explain how planning facilitates managers to achieve their future organisational goals			
5	Effective Manager and Project Management • Responsibilities of Project Manager 1 • Skills and Abilities of Project Manager • Project Manager Competence • Effective Delegation	Course ILO 1,4, 5 Lesson 5 ILO . 1. Discuss the responsibilities of a project manager . 2. Identify, explain and	G, C&B: Ch. 10 Lesson Notes and Video Animations Class Activity 1 & 2 [Refer to R, C&C – Handbook: Part Four (Leading: Mobilising People, Topic 9: Effective Manager & Project Management)] Case-Study: The Two Emails that Went Viral (Activity 12) Case-Study: 3M Company (Activity 7) Individual Assignment: Unethical acts in Organization (s) (Refer to the 'Course Assessment' document) NOT FOR CLASS DISCUSSION [Submit your report within 48 hours of your respective seminar session. Refer to the submission guidelines in the Course Assessment document.]		

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		pract ice at least thre e skills and abilit ies a proje ct man ager shoul d have ..3. Desc ribe and take actio ns to devel op proje ct man ager com pete nce .. 4. Disc uss and pract ice effec tive dele gatio n			
6	Decision Making, Creativity & Innovation • Nature of managerial decision making	Cour se ILO 4 Less on 6 ILO 1.	B&S: Ch. 3, J&G: Ch. 7 Lesson Notes and Video Animations Class Activity 1 & 2 [Refer to R, C&C – Handbook: Part Four (Leading: Mobilising People), Topic 10: Managerial Decision Making) Case-Scenario: A Hostel Too Far (Activity 6)		

Week or Session	<ul style="list-style-type: none"> Steps in decision making process Barriers to effective decision making Individual and group decision making 	ILO	Problem-Based Activity: Covid- 19 Pandemic: Singapore Airlines (Activity 10) Readings	Delivery Mode	Activities
		Explain the processes by which decisions are made in organisations 2. Describe the kinds of decisions you are expected to make as a manager 3. Relate how various decisions are made and implications of the outcome			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		of the decisions			
7	Leading • Key concepts of leadership • Managers as leaders	Course ILO 4,5 Lesson 7 ILO 1. Explain why some leaders are more successful than others 2. Explain why effective leadership behaviour should vary from situation to situation 3. Evaluate application	B&S: Ch. 12 J & G: Ch. 14 Lesson Notes and Video Animations Class Activity 1 & 2 [Refer to R, C&C – Handbook: Part Four (Leading: Mobilising People), Topic 8: Leading and Teamwork] Game Activity: Leadership Traits & Behaviours (Activity 10) Case-Study: Beca Carter Holling (Activity 4) Instructor-led Q & A Session on Group Project Report and Individual Reflective Learning Project Report		

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		n of varying strategies for effective leadership behaviour for different situations 4. Explain the link between cultural intelligence and leadership			
8	Controlling • Organizational controls • Types of controls • Impacts of controls • Implications for organizations	Course ILO 1, 4 Lesson 8 ILO 1. Explain how controlling process helps	B&S: Ch. 16 J & G: Ch. 11 Lesson Notes and Video Animations Class Activity 1 & 2 [Refer to R, C&C – Handbook: Part Five (Controlling: Learning and Changing, Topic 11: Managerial Control)] Video Cast-Study and Class Discussion: Auto-Repair Shop (Activity 7) Case-Study: HKK Pte Ltd (Activity 8)		

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		man ager s moni tor and regul ate whet her the syste m is work ing effici ently and effec tivel y 2. Eval uate appli catio n of the contr ollin g proc ess to real- life chall enge s to moni tor and regul ate an orga nisat ional syste m's effec			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		tiveness and efficiency			
9	Human Capital Management, Organizational Learning and 8 Workforce Diversity • Strategic Human Capital Management and Planning Process • Learning Organisation • Training and development • Workforce diversity	Course ILO 1,4, 5 Lesson 9 ILO . 1. Describe the Strategic Human Capital Management and Planning Process 2. Discuss the elements of creating a learning organisation 3. Explain the components	B&S: Ch. 10, 11; J & G: Ch. 7 Lesson Notes and Video Animations Class Activity 1 & 2 [Refer to R, C&C – Handbook: Part Three (Organising, Building a Dynamic Organisation) Topic 7: Strategic HRM, Organisational Learning and Managing Diversity]] Case-Study: Microsoft (Activity 1) Case-Study: Unilever (Activity 3) Individual Field Work Report [Submit your report within 48 hours of your respective seminar session. Refer to the submission guidelines in the Course Assessment document]		

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		of human resource management system 4. Relate from a practical dimension the competitive advantage, challenges of workforce diversity and cultivating diverse workforce			
10	Organizing: Building a Dynamic Organization • Fundamentals of organizing • Types of organizational structures •	Course ILO 1, 3 Lesson 10 ILO 1. Expl	B&S: Ch. 8 Online Activities (Student-led): 1. E- Lecture 2. E-Learning Courseware [Power Point slides, videos, question & answer segment, case- study and critical/ application-based questions, reflective and open-ended questions, peer-discussion forum, charts gallery, timed assessment]		

Week or Session	Implications for Topics or Themes Organizations	ILO	Readings	Delivery Mode	Activities
		ainw hy orga nizat ion struc ture is nece ssary to purs ue busi ness strat egy 2. Desc ribeh ow diffe renti ation and integ ratio n influ ence an orga nizat ion's struc ture 3. Expl ainth evari ous facto rs that dete rmin e the orga nizat ional			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		design choices that managers make 4. Explain practical implications and challenges that arise in determining the organizational design and structure			
11	Globalization and the Manager • Why does globalization matter? • International Political & Economic factors and globalization • Global strategy & culture of Entry mode of	Course ILO 1,6,5 Lesson 11 ILO 1. Explain the strategies	B&S: Ch. 6, J&G: Ch.6 Lesson Notes and Video Animations Class Activity 1 & 2 [Refer to R, C&C – Handbook: Part Two (Planning: Delivering Strategic Value) Topic 5: Managing in the Global Environment)] Open-Ended Application Based Questions: Globalisation of an Organisation (Activity 5) Case-Study: McDonald's – Global Business and its Evolution (Activity 2) Group Project Report [Submit your report within 48 hours of your respective seminar session. Refer to the submission guidelines in the Course Assessment document]		

Week or Session	Challenges in Topics or Themes managing across borders • Trade organizations and globalization	ILO	Readings	Delivery Mode	Activities
		orga nisat ions use to com pete in the glob al mark et 2. Desc ribe the skills kno wled ge man ager s need to man age glob ally 3. Desc ribe the corre ct strat egies and skills requi red for glob al com petiti on to be an effec tive			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		man ager inter natio nally			
12	Quality Management • Importance of quality Management • Total quality management • Quality management standards • National quality awards (Australia, Europe, Singapore and USA)	Cour se ILO 1,3 Less on 12 ILO 1. Expl ain why quali ty man age ment is critic al for orga nizat ional succ ess 2. Eval uate why empl oyee satisf actio n and enga gem ent are critic al for Orga nisat ion 3. Dem	B&S: Ch. 9 (pp. 309-319) Online Activities (Student-led): 1. E- Lecture 2. E-Learning Courseware [Power Point slides, videos, question & answer segment, case- study and critical/ application- based questions, reflective and open- ended questions, peer- discussion forum, charts gallery, timed assessment] Group Project Presentation [Refer to 'Assessment Document' for detailed instructions, i.e. Assessment Criteria, submission deadline and instructions]		

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		<p>onstrate understanding on the practical challenges in achieving organisational success and relating to the importance of employee satisfaction and engagement</p>			
13	E- Course Review				

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Online Learning	To provide grounding in theories and conceptual frameworks.
Seminar-Styled Session	<p>I. Active Learning Activities: For example, group/ individual exercises in the form of case-study discussion sessions to facilitate critical thinking and application of theories to real life situations.</p> <p>II. Experiential Learning Activities: For example, problem- based activities, management related games, scenario-based group exercises, role-play, interactive topic debate sessions, to relate theory to experience. and other forms of teaching/learning activities. Other pedagogies include the use of self-assessments ,simulations and video vignettes to assist relate and better comprehend the relevant theories and concepts so as to reinforce and internalize learning.</p>

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Others([class participation])	1,2,3,4,5,6, 7	Motivation and Development of Self and Others	15		Holistic	Multistructural
2	Continuous Assessment (CA): Others([assignments (e.g. term paper, essay)])	2	Ethical Reasoning Skills	15		Analytic	Relational
3	Continuous Assessment (CA): Others([presentations])	1,3,4,5,6, 7	Communication, Teamwork & Interpersonal Skills	15		Holistic	Multistructural
4	Continuous Assessment (CA): Others([group or individual projects/evaluations])	1,3,4,5,6, 7	Problem Solving & Decision_x0002_making Skills	30		Holistic	Multistructural
5	Continuous Assessment (CA): Others([assignments (e.g. term paper, essay)] Field Work Report (individual))	1,4	Critical Thinking Skills	25		Analytic	Extended Abstract

Description of Assessment Components (if applicable)

Formative Feedback

Formative feedback is also given for ethical assignment through the assessment rubrics for you to reflect on how you have performed in your continuous assessment. For group report and fieldwork report, you are given formative feedback through consultations. As for the group presentation, formative feedback is given after your group presentation as a form of reflection. For the active-learning participation, immediate feedback is given real-time in-class.

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
Decision Making	Intermediate
Ethical Reasoning	Advanced
Problem Solving	Intermediate
Project Management	Intermediate
Critical Thinking	Advanced

Course Policy

Policy (Academic Integrity)

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values. As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. On the use of technological tools (such as Generative AI tools), different courses / assignments have different intended learning outcomes. Students should refer to the specific assignment instructions on their use and requirements and/or consult your instructors on how you can use these tools to help your learning. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Policy (General)

Penalties for assignments

Penalties will be imposed for late submissions that are not supported with valid reasons. A penalty of 5 marks will be imposed for each day (24hr block) that the assignment is submitted late. For example, 65 marks would become 60 marks if the assignment is submitted a day late and 55 marks if it is two days late. In order to ensure equity, you are reminded to stay within the word limit set for each assignment. Seminar instructors grading the assignments will stop reading once the word limit has been reached.

Use of NTULearn

Online course materials, handouts, course outline, course assessment documents and all other study materials will be posted on 'NTULearn'. Please make sure to check your course site regularly. The NTULearn system (blackboard) will also be used for interacting with your team members and seminar instructors. Do ensure that your personal particulars, especially your hand-phone number(if you have one) are updated in NTULearn.

Attendance and Class Participation

Your attendance in all the seminar sessions is important. Non-attendance will result in missed class participation and team activities. To gain the most out of the seminar-styled lessons, you are expected to prepare well by going through the required readings/videos/case studies for each lesson, attend all classes and participate actively during the sessions.

Make up classes

Make up classes will be arranged as and when necessary, which you will be informed in advance. However, if there is a clash with the date and time of the proposed make-up class (s), you may plan to attend any one of the other seminars scheduled for this course. If you plan to attend any other seminar session, you are required to inform the instructor of the seminar (via e-mail) that you are planning to attend with a copy of an e-mail sent to the primary (your own) seminar instructor.

Policy (Absenteeism)

Your attendance in all the seminar sessions is important. Non-attendance will result in missed class participation and team activities. To gain the most out of the seminar-styled lessons, you are expected to prepare well by going through the required readings/videos/case studies for each lesson, attend all classes and participate actively during the sessions.

Policy (Others, if applicable)

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust, and Justice are at the core of NTU's shared values.

As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion, and cheating. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. Consult your instructor(s) if you need any clarification about the requirement of academic integrity in the course.

Refer to 'Course Assessment' document (p. 6) for the "Student Assignment Declaration Cover Sheet". You are required to submit the declaration cover sheet together with coursework assignments. The softcopy of the Student Assignment Declaration cover sheet will be available via NTULearn at your respective SEM sites, under the folder 'Course Information (Course Outline & Course Assessment Document)

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Last Updated By: Kasturi Dhanapal