

## **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	AY2024-2025
Semester/Trimester/Others (specify approx. Start/End date)	Semester 1 Semester 2 Special Term
Course Author * Faculty proposing/revising the course	Daniel Siew Hoi Kok
Course Author Email	hoikok@ntu.edu.sg
Course Title	FUNDAMENTALS OF MANAGEMENT
Course Code	BU5601
Academic Units	3
Contact Hours	39
Research Experience Components	Not Applicable

## Course Requisites (if applicable)

Pre-requisites	
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

## Course Aims

As the world becomes more Volatile, Uncertain, Complex and Ambiguous, technical skills alone are insufficient for the needs of many jobs. To become an accomplished professional in today's workforce, you will need to understand how people behave at work, work well with others, and be able to manage people regardless of whether your job title has the word "manager" in it!

BU5601 is an introductory course for non-business undergraduates to help you understand, think and act like managers. Knowledge and skills gained from this course will help you in any situation where you need to manage yourself and other people. This includes other university courses, final year projects, internship experiences, and eventually your careers.

## Course's Intended Learning Outcomes (ILOs)

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

ILO 1	Explain the fundamental concepts of management that are relevant for managing people in a variety of educational and workplace settings.
ILO 2	Apply the fundamental concepts of management to analyse complex managerial issues.
ILO 3	Analyse the role of a manager based on today's managerial practices and academic research on management.
ILO 4	Discuss the relevance and applicability of fundamental management topics.
ILO 5	Understand and Apply the interdisciplinary team competencies.

# Course Content

1. Part I: Introduction to Management
  - a. The Leading Edge of Management
  
2. Part II: The Environment of Management
  - a. Organisational Environment
  - b. Globalisation
  - c. Ethics and Social Responsibility
  
3. Part III: Planning
  - a. Planning and Goal Setting
  - b. Managerial Decision Making
  
4. Part IV: Organising
  - a. Designing Organisational Structure
  - b. Managing Innovation and Change
  - c. Managing Human Talent and Diversity/Inclusion
  
5. Part V: Leading
  - a. Understanding Individual Behaviour
  - b. Leadership
  - c. Motivating Employees
  - d. Managing Communication
  - e. Leading Teams
  
6. Part VI: Controlling
  - a. Managing Quality and Performance

## Reading and References (if applicable)

Textbook: Daft, R. L., & Marcic, D. (2023). *Understanding management* (12th ed.). Cengage Learning.

## Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	Part I: Introduction to Management - Leading Edge of Management	ILO 1 & 2	DM Chapter 1	In-person	Lecture
2	Part II: The Environment of Management - Organisational Environment & Globalisation	ILO 1, 2, 4 & 5	DM Chapter 2 & 3	In-person	Lecture, tutorial and team formation
3	Part III: Planning - Ethics and Social Responsibility & Planning and Goal Setting	ILO 1, 2, 4 & 5	DM Chapter 4 & 5	In-person	Lecture, tutorial and team formation
4	Managerial Decision Making	ILO 1, 2, 3, 4 & 5	DM Chapter 6	In-person	Lecture, tutorial and group project
5	Part IV: Organising - Designing Organisational Structure & Managing Innovation and Change	ILO 1, 2, 3, 4 & 5	DM Chapter 7 & 8	In-person	Lecture, tutorial and group project
6	Managing Human Talent and Diversity/Inclusion	ILO 1, 2, 3, 4 & 5	DM Chapter 9	In-person	Lecture, tutorial, group project, quiz 1 and reflection journal 1

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
7	Part V: Leading - Understanding Individual Behaviour	ILO 1, 2, 3, 4 & 5	DM Chapter 10	In-person	Lecture, tutorial, group project and reflection journal 1
8	Leadership	ILO 1, 2, 3, 4 & 5	DM Chapter 11	In-person	Lecture, tutorial and group project
9	Motivating Employees	ILO 1, 2, 3, 4 & 5	DM Chapter 12	In-person	Lecture, tutorial and group project
10	Managing Communication	ILO 1, 2, 3, 4 & 5	DM Chapter 13	In-person	Lecture, tutorial and group project
11	Leading Teams	ILO 1, 2, 3, 4 & 5	DM Chapter 14	In-person	Lecture, tutorial and group project report
12	Part VI: Controlling - Managing Quality and Performance	ILO 1, 2, 3, 4 & 5	DM Chapter 15	In-person	Lecture, tutorial, quiz 2 and reflection journal 2
13	Course Summary	ILO 1, 2, 3, 4 & 5		In-person	Lecture, tutorial and reflection journal 2

## Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Lectures	<p>You are required to attend a 2-hour physical lecture weekly. In these lectures, the fundamental concepts of management will be covered in a way that will help you achieve ILO1 and ILO2. The lecture will be informative with anecdotes and real cases, so that you can link the theoretical concepts to the real world.</p> <p>To ensure that you have understood the fundamental concepts of management (ILO1) and how to apply them (ILO2), the lecturer will use various online polling tools. The lecturer will also use some interactive experiential activities to make some key points in memorable and impactful ways.</p>
Tutorials	<p>You are required to attend a 2-hour tutorial fortnightly for 6 sessions. These tutorials will help reinforce the fundamental concepts of management (ILO1) and their application (ILO2) by having you discuss various management topics stated in the tutorial questions.</p> <p>The tutorial questions are provided in a tutorial guide, which has a case study and its accompanying questions. You will use the material from the lecture and the relevant textbook chapter(s) to prepare your answers to the tutorial questions. Some of the questions relate to the case study and some require you to do further research related to the concepts covered in the lectures.</p> <p>You are expected to complete and submit your tutorial assignment prior to each tutorial. You will come to each tutorial prepared to discuss the tutorial questions and other questions posed by your tutor to gain deeper understanding of the management topics and their applicability (ILO4). During the tutorials, there will be opportunities to improve your teamwork and interpersonal skills through various class activities.</p>
Quizzes	<p>You will attempt two quizzes (each consisting of 10 MCQs) conducted during Lectures 6 and 12. Quizzes 1 and 2 will cover content from Lectures 1 to 5 and Lectures 6 to 11 respectively. By preparing and attempting these quizzes, you will get to assess the effectiveness of your learning of the various fundamental concepts of management (ILO 1 &amp; 2). The quizzes are open-book.</p>
Reflection Journals	<p>You will submit two reflection journals on insights you have gained on any fundamental concepts of management that are applicable to your daily life or workplace. These reflections will stimulate you to think critically (ILO3) on the chosen management concepts or frameworks (ILO 1 &amp; 2) in relation to real life situations.</p>
Group Project	<p>You will be working in a team on completing a group project. The group project will involve literature review and a group project report to be submitted. The group project will require your team (ILO5) to analyse the knowledge, skills, and attitudes needed for managers in the future based on current managerial practices and academic research on managers (ILO3).</p> <p>Your tutors will provide guidance on the assignment requirements. They will also facilitate development of your team's critical thinking and problem-solving skills during the tutorials in tackling this assignment.</p> <p>As part of working together with your teammates for the group project, you will be appraised by them for peer evaluation (ILO5).</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): Test/Quiz(Two quizzes)	ILO 1 & 2		20	Individual	Analytic	Multistructural
2	Continuous Assessment (CA): Assignment(Two Reflection Journals)	ILO 1, 2, 3		20	Individual	Analytic	Relational
3	Continuous Assessment (CA): Report/Case study(Group Project Report)	ILO 1, 2, 3 & 5		40	Team	Analytic	Extended Abstract
4	Continuous Assessment (CA): Class Participation(Tutorial participation )	ILO 1, 2, 4 & 5		20	Individual	Analytic	Relational

## Description of Assessment Components (if applicable)

As part of the group project, students will be appraised by their teammates using the Peer Assessment Rubric. The Peer Evaluation in the GradeWay system will be used for the appraisal. Students are to carry out the peer appraisal for the team members when they submit the Group Project Report.

To factor peer evaluations into the final grades of the group project, the following computation will be used:

- If, on average, you receive a rating of 80 or more, you will receive 100% of the team's grade.
- If, on average, you receive a rating of less than 80, you will receive a specific percentage of the team's grade as determined by the formulae below:

An average rating of 70 to < 80 = 90% + (average rating obtained - 70)

An average rating of 60 to < 70 = 80% + (average rating obtained - 60)

An average rating of 50 to < 60 = 70% + (average rating obtained - 50)

An average rating of 40 to < 50 = 60% + (average rating obtained - 40)

An average rating of 30 to < 40 = 50% + (average rating obtained - 30)

An average rating of 20 to < 30 = 40% + (average rating obtained - 20)

Your instructor will investigate an average rating of < 20 and the student may receive 0% of group grades.

Example:

Assume the overall team assignment is 60 marks. If you got an average rating of 89, you get 100% of 60 marks, i.e., 60 marks. If you got an average rating of 62.9, you get 49.74%, i.e.,  $[80 + (62.9 - 60)] / 100 * 60$  marks.

All evaluations are confidential. Your instructor reserves the right to review ratings if circumstances suggest that discrimination, bias, malice, etc. may have been in play with regard to your peer assessment.

### Formative Feedback

You will be able to assess your own performance based on the results you get from the Quizzes and Reflection Journals. Your tutors will provide written feedback for your reflection journals.

You will receive feedback throughout the course to indicate how well you are progressing towards the course learning objectives. This will be in the form of verbal feedback during the tutorials. Written feedback through the on-line platform “GradeWay” will be given for the Reflection Journals.

You are expected to prepare the “answers” to the tutorial questions (in the posted tutorial guide) by reading the relevant lecture material and textbook chapters. During the tutorials, you and your team will receive feedback on the “ideas, arguments, insights, etc.” that you expressed, specifically on how well you were able to explain fundamental concepts of management (ILO1) and the analysis of managerial issues (ILO2).

## **NTU Graduate Attributes/Competency Mapping**

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

<b>Attributes/Competency</b>	<b>Level</b>
Collaboration	Advanced
Communication	Intermediate
Global Perspective	Intermediate
Influence	Intermediate
Critical Thinking	Intermediate



# 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)

### 1. Attendance

Attendance in lectures is not recorded, but the lectures are interesting and informative. The lectures are conducted in-person. When you subscribed to this course, you have committed your time for all the lectures and tutorials. Unless it is due to medical or compassionate reason, your priority should be to attend the lectures and tutorials.

## Policy (Absenteeism)

### 2. Absence

If it is due to medical or compassionate reason that you have to miss the lectures or tutorials, please provide the necessary documentary proof to your lecturer or tutors. If your absence has resulted in you missing an activity that is graded, the lecturer will arrange for a replacement of that assessment.

Absence from the tutorials without a valid reason will affect your tutorial participation grade. Valid reasons include falling sick supported by a medical certificate, and participation in NTU's approved activities supported by an excuse letter from the relevant bodies. If you have to miss a tutorial, you must inform your tutor via email prior to the start of the class.

## Policy (Others, if applicable)

### 3. Deadline for submission of written assignment

### 4. Penalty for late submission of assignments

There will be a 10% reduction in your Reflection Journals and Group Project Report marks for every 24-hour period past the stipulated deadlines. Failure to submit the Tutorial Assignments (preparation answers) at least 24 hours before the beginning of the tutorials will result in you losing the "state of preparedness" component of the tutorial participation assessment.

You are strongly advised to submit the assignments well before the deadlines to avoid last minute issues (e.g., technical problems) with the submission process. It is your responsibility to make sure that the assignment submissions are successfully completed by the deadlines. To be “fair and consistent”, the deadlines will be strictly enforced.

#### 5. Contribution to group project and tutorials

Your contribution to the group project will be peer evaluated by your team members through the quality of your teamwork and interpersonal skills. Peer Evaluation is mandatory. If you failed to submit the peer evaluation, you will score zero for your peer evaluation and your individual grade for the group project will be withheld. It is important for you to rate the contribution of your team members objectively and impartially. All evaluations will be held in confidence.

Your participation in the tutorials will be assessed by your tutor. It will be based on your attendance, the level of engagement, and the demonstration of your preparation for each tutorial.

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