

SS3419: COMPLEX ORGANIZATIONS

Effective Term

Semester B 2024/25

Part I Course Overview

Course Title

Complex Organizations

Subject Code

SS - Social and Behavioural Sciences

Course Number

3419

Academic Unit

Social and Behavioural Sciences (SS)

College/School

College of Liberal Arts and Social Sciences (CH)

Course Duration

One Semester

Credit Units

3

Level

B1, B2, B3, B4 - Bachelor's Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

SS2029 Basic Sociology

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

This course aims to provide students with a basic understanding of the nature of complex organizations in a modernized and industrialized setting. Different kinds of organizational problems are presented to students and they are expected to think of creative resolutions for the improvement of practical affairs within organizations.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Identify major concepts, theories and techniques of organizational analysis;	40	x	x	
2	Explain the sociological analysis of dynamic processes of modern organization and its influences on individuals, groups, and societies; and	30	x	x	
3	Describe changes of different types of organizations (private vs. public) in the areas of economic, political, social, and cultural development and devise practical resolutions to problems identified.	30	x	x	x

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

LTAs	Brief Description	CILO No.	Hours/week (if applicable)
1	LTA1: Lectures	Lecturer introduces major concepts, theories and techniques of organizational analysis.	1, 2, 3
2	LTA2: Workshop	In the weekly lectures, students are required to attempt a wide variety of class assignments on selected issues of academic and practical interests related to organizational studies. They are expected to tackle the problems through a problem-solving approach.	1, 2, 3

3	LTA3: Film screening; use of digital video	Students will participate in film screenings and engage with selected video clips to gain deeper knowledge of topical issues (such as Formal Organizations, Labor Process, Scientific Management, Management in Chinese Culture) and stimulate critical reflection.	1, 2, 3	
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Assessment Tasks / Activities (ATs)

ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	AT1: Individual Term Paper	1, 2, 3	30
2	AT2: Class Assignments (Individual / Group)	1, 2, 3	30
3	AT3: In-class Test (90 minutes)	1, 2, 3	40

Continuous Assessment (%)

100

Examination (%)

0

Assessment Rubrics (AR)**Assessment Task**

1. Individual Term Paper

Criterion

1. Organisation: Refers to format and presentation: logical structure, good use of headings where appropriate# effective presentation.
2. Originality: Refers to original thinking, creativity, innovative analysis
3. Analysis: Refers to the quality, clarity, and depth of the analytical work involved in addressing questions and issues
4. Research effort: Includes resourcefulness, effort, and diligence in the search for and presentation of suitable information
5. English writing: Grammar, spelling, sentence construction, etc.
6. Referencing: Refers to the use of an accurate referencing system, appropriate citations in the essay, and avoidance of plagiarism.

Excellent (A+, A, A-)

An excellent paper# very good mastery of the ideas or concepts, with excellent or innovative analysis. A is on the edge of this category, but still very good

Good (B+, B, B-)

A solid paper with reasonably good analysis and use of information.

Fair (C+, C, C-)

Documentation, analysis, writing, use of concepts, referencing, and effort are mostly adequate for a passing grade, but with enough flaws and shortcomings that it cannot be judged to be “good” or “very good” .

Marginal (D)

Barely a pass. Many serious flaws and shortcomings, but adequate effort and some research

Failure (F)

Does not demonstrate the minimum research effort and documentation# or substantial plagiarism

Assessment Task

2. Class Assignments

Criterion

Ability to apply relevant concepts and skills related to complex organizations.

Excellent (A+, A, A-)

High

Good (B+, B, B-)

Significant

Fair (C+, C, C-)

Moderate

Marginal (D)

Basic

Failure (F)

Not even reaching marginal levels

Assessment Task

3. In-class Test

Criterion

Scores of MCQ questions obtained.

Excellent (A+, A, A-)

75 marks or above

Good (B+, B, B-)

60 to 74 marks

Fair (C+, C, C-)

45 to 59 marks

Marginal (D)

40 to 44 marks

Failure (F)

Below 40 marks

Part III Other Information

Keyword Syllabus

Sociology of organization and organizational behavior, Characteristics and Types of organization: private vs. public; Formal organization and modern bureaucracy, Scientific management, Human Relations and Contemporary approaches, Communication, Democracy, and Leadership in organizations, Power, conflict and Negotiation in organizations, Corporate Social Responsibility and Trade Union, Organizational environment, Organizational change and organizational development.

Reading List

Compulsory Readings

Title	
1	McShane, S. L. Olekalns, M., Newman, A. H. & Travaglione, A. (2019) Organizational Behavior: Emerging Knowledge, Global Insights, 6th Asia-Pacific Ed. N.S.W.: McGraw-Hill Education.
2	Robbins, S. P., & Judge, T. A. (2023) Organizational behavior (19th ed.). Upper Saddle River, New Jersey: Pearson Prentice Hall.

Additional Readings

Title	
1	Farazmand, A. (Ed.). (2002). Modern organizations: Theory and practice (2nd ed.). Westport, Conn: Praeger.
2	Fonseca, J. (2002). Complexity and innovation in organizations. London: Routledge.
3	Greenberg, J. (2013). Managing behavior in organizations (6th ed.). Upper Saddle River, New Jersey: Pearson/Prentice Hall.
4	Hatch M. J. with Cunliffe, A. L. (2013) Organization Theory: Modern, Symbolic and Postmodern Perspectives, 3rd Ed. UK: Oxford University Press.
5	Jones, G. R. (2010) Organizational Theory, Design, and Change, 6th Ed. New Jersey: Prentice Hall.
6	Mills, A. J., Simmons, T., & Mills, J. H. (2005). Reading organization theory: A critical approach to the study of organizational behaviour and structure (3rd ed.). Toronto: Garamond Press.
7	Moon, J. & Vogel, D. (2008) 'Corporate Social Responsibility, Government and Civil Society.' In Andrew Crane et al. (ed.) 'Oxford Handbook of Corporate Social Responsibility' . Oxford: Oxford University Press.
8	Robbins, S. P. & Coulter, M. (2021) Management, 15th Global Ed. England: Pearson.
9	Schermerhorn, J. R. (2012) Organizational Behavior, 12th Ed. New Jersey: Wiley.
10	Spector, B. (2007) Implementing Organizational Change: Theory and Practice. New Jersey: Pearson.