

# SYE6052: ORGANIZATION LEARNING

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## Effective Term

Semester A 2025/26

## Part I Course Overview

### Course Title

Organization Learning

### Subject Code

SYE - Systems Engineering

### Course Number

6052

### Academic Unit

Systems Engineering (SYE)

### College/School

College of Engineering (EG)

### Course Duration

One Semester

### Credit Units

3

### Level

P5, P6 - Postgraduate Degree

### Medium of Instruction

English

### Medium of Assessment

English

### Prerequisites

Have earned minimum 9 CUs of master level studies or equivalent

### Precursors

SEEM5010 Engineering Management Principles and Concepts (offered until 2021/22) / ADSE5010 Engineering Management Principles and Concepts (offered until 2023/24) / SYE5010 Engineering Management Principles and Concepts

### Equivalent Courses

SEEM6052 Organization Learning (offered until 2021/22) / ADSE6052 Organization Learning (offered until 2023/24)

### Exclusive Courses

Nil

## Part II Course Details

### Abstract

The course aims to instill in students, the concept and value of process in an organization, and that sustainable organizational development comes only with concerted effort in organizational learning. Students will learn to appreciate that in today's organizations, process and performance improvement requires teamwork; and the capability to improve comes with continuous learning. This course uses a tested project based action learning methodology to let students experience the how's and what's of organizational learning and its role in an organization's long term development.

### Course Intended Learning Outcomes (CILOs)

| CILOs |                                                                                                   | Weighting (if app.) | DEC-A1 | DEC-A2 | DEC-A3 |
|-------|---------------------------------------------------------------------------------------------------|---------------------|--------|--------|--------|
| 1     | Explain what is a process in the context of contemporary organization                             | 10                  |        |        |        |
| 2     | Discuss the key elements of process analysis and performance improvement methodology              | 10                  |        | x      |        |
| 3     | Distinguish the concept and value of individual, team and organizational learning                 | 10                  | x      |        |        |
| 4     | Discuss the key elements of Project Action Learning (PAL), an organizational learning methodology | 30                  | x      |        |        |
| 5     | Carry out a PAL group project in a given organizational setting or scenario                       | 30                  |        | x      |        |
| 6     | Appraise and communicate the PAL project and learning achievements orally and in writing          | 10                  |        | 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    | Lecture                                                | Lecture topics (see keyword syllabus)       | 1, 2, 3, 4       | 26 hours/sem               |
| 2    | Tutorial / Group Work (In-class)                       | Case studies, group assignments and project | 4, 5, 6          | 13 hours/sem               |
| 3    | Individual / Group Work (including project) (Ex-class) |                                             | 1, 2, 3, 4, 5, 6 | 39 hours/sem               |

### Assessment Tasks / Activities (ATs)

|   | ATs                          | CILO No.         | Weighting (%) | Remarks ("- " for nil entry) | Allow Use of GenAI? |
|---|------------------------------|------------------|---------------|------------------------------|---------------------|
| 1 | Group Work including project | 4, 5, 6          | 50            | -                            | No                  |
| 2 | Individual coursework        | 1, 2, 3, 4, 5, 6 | 10            | -                            | No                  |

**Continuous Assessment (%)**

60

**Examination (%)**

40

**Examination Duration (Hours)**

2

**Minimum Continuous Assessment Passing Requirement (%)**

30

**Minimum Examination Passing Requirement (%)**

30

**Assessment Rubrics (AR)****Assessment Task**

Group Work (for students admitted before Semester A 2022/23 and in Semester A 2024/25 &amp; thereafter)

**Criterion**

In class efforts, oral presentation and written project report

**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**

Individual coursework (for students admitted before Semester A 2022/23 and in Semester A 2024/25 &amp; thereafter)

**Criterion**

Topical assignments

**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

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**Assessment Task**

Examination (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

2 hour examination on theories and practices

**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

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**Assessment Task**

Group Work (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

In class efforts, oral presentation and written project report

**Excellent**

(A+, A, A-) High

**Good**

(B+, B) Significant

**Marginal**

(B-, C+, C) Moderate/Basic

**Failure**

(F) Not even reaching marginal levels

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**Assessment Task**

Individual coursework (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Topical assignments

**Excellent**

(A+, A, A-) High

**Good**

(B+, B) Significant

**Marginal**

(B-, C+, C) Moderate/Basic

**Failure**

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**Assessment Task**

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(A+, A, A-) High

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## Part III Other Information

**Keyword Syllabus**

- Organizational development - past, present and future
- The challenges of today's organizations
- From individual to team and organizational learning (OL)
- Process analysis, performance improvement and organizational development
- Organizational learning (OL) and learning organization (LO)
- Project Action Learning (PAL) - concept and methodology
- PAL implementation

**Reading List****Compulsory Readings**

| Title |                                                                                                          |
|-------|----------------------------------------------------------------------------------------------------------|
| 1     | Organizational Learning Course Notes                                                                     |
| 2     | Guided list of papers on contemporary Organizational Learning research and PAL implementation            |
| 3     | PAL Driven Organizational Learning: Theory & Practices, Kris M. Y. Law & K. B. Chuah (ed) Springer, 2015 |

#### Additional Readings

| Title |                                                                                                                                                             |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | SENGE, Peter, The Fifth Discipline – the art and practice of the learning organization, Publ Currency Doubleday, 2006                                       |
| 2     | LANGLEY, Gerald et al., The Improvement Guide [electronic resource] : a practical approach to enhancing organizational performance, Publ. Jossey-Bass, 2009 |
| 3     | HUWE Ruth A., Metrics 2.0, Publ. Praeger, 2010                                                                                                              |
| 4     | STARKEY et al., How Organizations Learn, Publ. Thomson, 2004                                                                                                |