

# SS3419: COMPLEX ORGANIZATIONS

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**Effective Term**

Semester A 2022/23

## 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 or its equivalent

**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	Recognize major concepts, theories and techniques of organizational analysis;	40	x	x	
2	State the sociological analysis of dynamic processes of modern organization and its influences on individuals, groups, and societies; and	30	x	x	
3	Assess changes of different types of organizations (private vs. public) in the areas of economic, political, social, and cultural development and come up with 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.

### Teaching and Learning Activities (TLAs)

TLAs	Brief Description	CILO No.	Hours/week (if applicable)
1	TLA1: Lectures	Lecturer introduces major concepts, theories and techniques of organizational analysis.	1, 2, 3
2	TLA2: Individual Term Paper	An individual term paper (2,000 words) is required. Suggested topics are given to students so that they could pursue relevant knowledge to solve practical problem(s) related to organizations, and improve existing practice within an organization.	1, 2, 3

3	TLA3: Class Assignments	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	
4	TLA4: In-class Test	Students are required to attend an in-class test which includes multiple choice questions and short-essay typed questions testing on students' understanding of the basic sociological concepts and theories of complex organizations.	1, 2, 3	

**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	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

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**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

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**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 work and organization, Types of organization: private vs. public; Formal organization and modern bureaucracy, Structure of organization, Scientific management, Human Relations and contemporary approaches, Participation and democracy in organization, Power and conflict in organizations, Organizational deviance and informal organization, Globalization and organizational development.

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

Title	
1	Greenberg, J. (2013). Managing behavior in organizations (6th ed.). Upper Saddle River, New Jersey: Pearson/Prentice Hall.
2	Robbins, S. P., & Judge, T. A. (2017) Organizational behavior (16th ed.). Upper Saddle River, New Jersey: Pearson Prentice Hall.

**Additional Readings**

Title	
1	Casey, C. (2002). Critical analysis of organizations: Theory, practice, revitalization. Thousand Oaks, California: SAGE Publications.
2	Clegg, S. (Ed.). (2002). Central currents in organization theory. London: Sage.
3	Daft, R. L. (2001). Essentials of organization theory & design (2nd ed.). Ohio: South Western/Thomson Learning.
4	Farazmand, A. (Ed.). (2002). Modern organizations: Theory and practice (2nd ed.). Westport, Conn: Praeger.
5	Fineman, S., Sims, D., & Gabriel, Y. (2005). Organizing and organizations (3rd ed.). London; Thousand Oaks, Calif.: Sage Publications.
6	Fonseca, J. (2002). Complexity and innovation in organizations. London: Routledge.
7	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.
8	Robbins, S. P. & Coulter, M. (2021) Management, 15th Global Ed. England: Pearson.
9	Strauss, A. L. (2001). Professions, work and careers. New Brunswick, N.J: Transaction Publishers.
10	Viber, C. (2004). Theories of macro organizational behavior: A handbook of ideas and explanations. Armonk, N.Y.: M.E. Sharpe.