

# SS3419: COMPLEX ORGANIZATIONS

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## Effective Term

Semester B 2025/26

## 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	Lectures	Lecturer introduces major concepts, theories and techniques of organizational analysis.	1, 2, 3
2	Group report	Students are required to do a group project on an organizational issue. Each group should also submit a written report.	1, 2, 3
3	Use of digital video	Students will engage with selected video clips to gain deeper knowledge of topical issues (such as Formal Organizations, Scientific Management) and stimulate critical reflection.	1, 2, 3

4	Group Presentation	It is in the format of a PowerPoint presentation. Students have to form groups to present their issue within 15 minutes, followed by Q & A. It should involve brief background of the issue; critical analysis, and recommendations.	1, 2, 3	
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**Assessment Tasks / Activities (ATs)**

	ATs	CILO No.	Weighting (%)	Remarks ("- " for nil entry)	Allow Use of GenAI?
1	AT1: Group presentation	1, 2, 3	20	Allow students to use AI to search related journal articles.	Yes
2	AT2: Group report	1, 2, 3	40	Allow students to use AI to search related journal articles.	Yes
3	AT3: In-class Test (60 minutes)	1, 2, 3	40	-	No

**Continuous Assessment (%)**

100

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

1. Group presentation

**Criterion**

1. Organization: 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 presentation# 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. Group report

**Criterion**

1. Organization: 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**

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, 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.