

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Advanced Design and Systems Engineering  
with effect from Semester A 2022 / 23**

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**Part I Course Overview**

<b>Course Title:</b>	<u>Organization Learning</u>
<b>Course Code:</b>	<u>ADSE6052</u>
<b>Course Duration:</b>	<u>One Semester</u>
<b>Credit Units:</b>	<u>3</u>
<b>Level:</b>	<u>P6</u>
<b>Medium of Instruction:</b>	<u>English</u>
<b>Medium of Assessment:</b>	<u>English</u>
<b>Prerequisites:</b> <i>(Course Code and Title)</i>	<u>Have earned minimum 9 CUs of master level studies or equivalent</u>
<b>Precursors:</b> <i>(Course Code and Title)</i>	<u>SEEM5010 Engineering Management Principles and Concepts (offered until 2021/22)</u>
<b>Equivalent Courses:</b> <i>(Course Code and Title)</i>	<u>SEEM6052 Organization Learning (offered until 2021/22)</u>
<b>Exclusive Courses:</b> <i>(Course Code and Title)</i>	<u>Nil</u>

## Part II Course Details

### 1. 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.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	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%		✓	
3.	Distinguish the concept and value of individual, team and organizational learning	10%	✓		
4.	Discuss the key elements of Project Action Learning (PAL), an organizational learning methodology	30%	✓		
5.	Carry out a PAL group project in a given organizational setting or scenario	30%		✓	
6.	Appraise and communicate the PAL project and learning achievements orally and in writing	10%		✓	
		100%			

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 self-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.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
Lecture	Lecture topics (see keyword syllabus)	✓	✓	✓	✓			26 hours/sem
Tutorial / Group Work (In-class)	Case studies, group assignments and project				✓	✓	✓	13 hours/sem
Individual / Group Work (including project) (Ex-class)		✓	✓	✓	✓	✓	✓	39 hours/sem

### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5	6		
Continuous Assessment: <u>60</u> %								
Group Work including project				✓	✓	✓	50%	
Individual coursework	✓	✓	✓	✓	✓	✓	10%	
Examination: <u>40</u> % (duration: <u>2</u> hours, if applicable)								
							100%	

For a student to pass the course, at least 30% of the maximum mark for the examination should be obtained.

## 5. Assessment Rubrics

*(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)*

Applicable to students admitted in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. Group Work	In class efforts, oral presentation and written project report	Excellent	Good	Marginal	Failure
2. Individual coursework	Topical assignments	Excellent	Good	Marginal	Failure
3. Examination	2 hour examination on theories and practices	Excellent	Good	Marginal	Failure

Applicable to students admitted before Semester A 2022/23

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Group Work	In class efforts, oral presentation and written project report	High	Significant	Moderate	Basic	Not even reaching marginal levels
2. Individual coursework	Topical assignments	High	Significant	Moderate	Basic	Not even reaching marginal levels
3. Examination	2 hour examination on theories and practices	High	Significant	Moderate	Basic	Not even reaching marginal levels

**Part III Other Information** (more details can be provided separately in the teaching plan)

**1. Keyword Syllabus**

*(An indication of the key topics of the course.)*

- 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

**2. Reading List**

**2.1 Compulsory Readings**

*(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)*

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

**2.2 Additional Readings**

*(Additional references for students to learn to expand their knowledge about the subject.)*

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