

EXECUTIVE SUMMARY

To cope with the rapid development of the higher educational industry, most universities or higher educational institutes are altering their policies and strategies from time to time. Some of the higher educational organizations have reviewed their curricular system and made it more customized to meet the changing demands of the society and the global trend, while some of them endeavor on both curriculum reformation as well as improvement of their administrative management support to academic teaching at the same time.

During the changes, organizational members will easily get lost from the messages and information they obtain from their surroundings, as the top management cannot explicitly identify the needs of their staff members when they are planning for the implementation of new organizational policies or strategies. On the contrary, the staff members will seldom understand the management's intention when changes are occurred in an organization due to inadequate communication amongst the internal organizational hierarchies. As a result, it will cause great damage to the organization when more equivocality and misunderstandings block up the communication networks. In this study, the sense-making concept (Weick, 1979, 1995) was adopted for analyzing how the organizational actors of the higher educational sector made sense of the contextual reality they faced when series of projects were implemented in their organization during the years.

Through in-depth interviews, a conceptual model of the organizational sense-making was developed and specific mechanisms were identified in various sense-making

processes. In addition, thorough investigation had been done on investigating the importance of the elements of communication, experience, leadership, training and shared understanding, and exploring how these elements facilitated the sense-making processes at the higher educational sector.

Furthermore, a more significant finding of the current study was the identification of a unique element of transparency as a mediating device for sense-making. Our findings had clearly indicated how transparency could appear as an important mediator to link up each pair of the sense-making processes, and thus driving the overall sense-making activities in an organization.