



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**Course Syllabus**  
**Dr. Abdullatif Alrashdan**  
**MGT 412 – Organizational Change and Development**  
**Fall 2021-2022**

**Lecture Time and Location:**

**MGT 412 / 51** : Sun Tue Thu                      11:00 AM – 11:50 AM                      Room C1-1005

**Contact Information:**

**Email** : [abdullatif.alrashdan@ku.edu.kw](mailto:abdullatif.alrashdan@ku.edu.kw) (This is also my account ID in *MS Teams*)  
**Office Hours** : Thu 04:00 PM – 05:00 PM or by *email* appointment  
**Course Website** : [www.aalrashdan.com/ocd](http://www.aalrashdan.com/ocd)

**Course Description:**

***“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change” Charles Darwin***

This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change, organization development (OD), innovation and organizational adaptation. Uncertainty, complexity and rapidly changing organizational environments create the necessity for organizations to respond to and effectively deal with turbulence and instability. With constant changes occurring in their business environments, organizations are compelled to innovate and change in order to survive and keep ahead of competitors. However, the evidence shows that over 70% of all change initiatives fail .

This course will arm students with practical skills and hands-on tools for planning and guiding large-scale systemic change (major strategic shifts, business turnarounds, organizational and cultural transformations), managing specific change projects (innovations, new and emerging ventures), and diffusing or scaling up specific projects for company growth or change.

**Course Learning Outcomes:**

The learning outcomes for this course, listed below, relate to the learning goals of the College of Business Administration Undergraduate Program, which can be found in the appendix at the end of this syllabus. The numbers in parenthesis indicate to which each learning goal the outcome relates.

1. Understand the challenges in getting significant changes made in organizations.
2. Apply theories and frameworks concerning individuals, groups, and organizations to the process of change. (LG5)
3. Understand the dynamics and appreciate the difficulties of change as applied to organizational culture and human behavior
4. Analyze/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions. (LG5)
5. Systematically identify and apply specific methodologies for spurring innovation within established organizations. (LG5, LG2)



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6. Use innovation and entrepreneurship as tools for change and to navigate complex and changing environments.

**My Expectations of You**

The focus of the course will be applying concepts and ideas to real-world examples, primarily through our case discussions. I intend to keep lecturing to a bare minimum. For the class to work well, and for you to benefit from it, preparation for each class meeting is essential: All students are expected to arrive at class having read the assigned chapter and case, and prepared to offer and defend their recommendations .

An important feature of MGMT 412 is that it is an integrative class—I shall be expecting you to draw on the knowledge you have gained from your previous classes, and from your general knowledge of business affairs. But MGMT 412 is not just about reading and analysis, it is also about ideas. Successful entrepreneurs are innovators—they seek to identify and exploit new opportunities for profit. In making recommendations I shall be expecting you to generate novel, interesting, and commercially attractive ideas.

**Required Material:** Required reading materials will be provided through the course website.

**Grading:**

The scores in this course will be the weighted average of the following items:

Weight	Description
20%	Case Quizzes and Class Participation (Collective learning, class discussion and class attendance)
20%	Exam 1
20%	Exam 2
10%	Final Exam: Personal Change Report
30%	Final Exam: Written Exam
100%	TOTAL

**Grade Distribution:**

PERCENT	GRADE
95.00 – 100.00 %	A
90.00 – 94.99 %	A-
87.00 – 89.99 %	B+
83.00 – 86.99 %	B
80.00 – 82.99 %	B-
77.00 – 79.99 %	C+
73.00 – 76.99 %	C
70.00 – 72.99 %	C-
65.00 – 69.99 %	D+
60.00 – 64.99 %	D
≤ 59.99 %	F



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**Course Requirements and Policies:**

“Eighty percent of success is showing up.” –Woody Allen

**Collective learning and class attendance** will be determined based on roll calls conducted in class. In case method pedagogy, class attendance is critical to individual and collective learning. **My expectation is that every student arrives on time and attends every class.** Absenteeism and lateness to class count heavily against the participation grade since it adversely impacts the learning experience of the section as a whole. Anyone who cannot attend class should email me in advance if at all possible. **You are allowed ONLY ONE free absence for case discussion or guest speaker classes. If the case discussion spans two class sessions, missing both sessions counts as if you missed two case classes. If you miss more than TWO case discussion or guest speaker classes, you will receive ZERO points for participation.**

Every student in this course must abide by the Kuwait University Policy on Attendance (published in the Student Guide, Chapter 3, Section 13). A copy of the student guide can be accessed online on:

<http://is.cba.edu.kw/aawp/wp-content/uploads/2018/01/Student-Handbook.pdf>

**Class discussion:** Class discussion will be assessed on the basis of your contributions to class discussion and listening. Of course, the underlying condition for class participation is attendance. I expect you to attend all sessions. Prior to class, you should thoroughly read and prepare the case for that day, including answering the study questions. Please ensure that you have used the frameworks, tools, and ideas from the readings in your analysis as appropriate. In grading class participation, I look at both the quantity and quality of contribution. With regards to quality, some of the criteria I shall apply include:

- Are the points made relevant to the discussion?
- Do they go beyond a mere recitation of case facts, and are implications clearly drawn?
- Is there evidence of analysis rather than expressions of opinions?
- Are the comments linked to those of others?
- Did the contribution further the class' understanding of the issues?
- Is the participant a good listener?
- Do comments raise interesting questions?
- In discussion, do the comments fit in the class context?
- Does the analysis make use of models and techniques from the readings or lectures?
- Are comments made in a respectful, professional, and constructive manner?

Students should not expect to receive full points for participation. Simply being present does not warrant full credit, nor does frequent participation that does not advance the learning of the class. I will use “cold calling” occasionally so you need to be prepared for each class. Cell phones must be turned off or set to the “silent” mode during classes. Laptops may not be used during case discussion segments and activities.



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**Exams:** We will have THREE examinations, two midterms and a final exam, which will cover the course material to that point in the course, including lectures, discussions, and readings. Details about exam contents, time, and location will be discussed in the class. **Missed examinations may not be made up without prior permissions, no exceptions.**

**Quizzes:** There will be unannounced quizzes (i.e. pop-quizzes) at the beginning of classes in which we discuss case studies. The quiz will cover the main ideas of the case to ensure that each student has read the case study carefully and ready for class discussion. Further details will be discussed in class.

**Personal Change Report:** Earlier in the semester, I will ask you to submit a one-page report of a planned personal change. Over the course of the semester, you will course on implementing the change. As part of the final exam, you will have to submit a paper that briefly explains the planned change, describe the implementation effort, and evaluate the results by applying the theories and frameworks covered in the course. You will also reflect on the whole personal change journey, explaining the lessons learned.

***Note:** The instructor reserves the right to change assignments and cases as necessary to facilitate an improved learning experience.*

#### **Course Website**

MGT 412 uses a course website to facilitate the administration of the course. You will be responsible for checking the course site regularly for class work and announcements. Please become familiar with the website ([www.aalrashdan.com/ocd](http://www.aalrashdan.com/ocd)). I recommend creating a shortcut (link or favorite) in your browser that will take you to the course login page. At the course website, you can

- Check for announcements,
- Download slides and files related to MGT 412, and
- Review the grades and monitor your progress.

**Cheating and Plagiarism:** Every student in this course must abide by the Kuwait University Policy on Cheating and Plagiarism (published in the Student Guide, Chapter 3, Section 2). A copy of the student guide can be accessed online on:

<http://is.cba.edu.kw/aawp/wp-content/uploads/2018/01/Student-Handbook.pdf>

Please carefully note all sources and assistance when you turn in your work. Under no circumstances should you take credit for work that is not yours. You should neither receive nor give any unauthorized assistance on any deliverable. If you have any questions about what constitutes “unauthorized assistance” please email me before the deliverable is submitted.

**Writing Style:** Students must refer to MLA writing style for their assignments and report writing. Refer to the English Language Center for help.

#### **Office Hours**

Office hours are Thursdays from 4:00 PM until 5:00 PM. If you have a time conflict, please contact me to schedule an appointment for another time. You may contact me any time via email. It is best



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not to contact me via telephone, as I often work in areas other than my office. In general, this syllabus is your first source of information on questions pertaining to the class. I will not answer a question the answer for which is in the syllabus. When sending me an email, always include the class number and your first and last name in the email title. For example, "412 Fulan Alfulani".

### **Case Analysis Workshop**

Analyzing business case studies can be challenging, especially if you have no prior experience working with cases. Sometime early on the semester, I will hold a case analysis workshop to help you prepare your case and prepare for the in-class case discussions. The date, time, and venue for the workshop will be announced in class during the first week of the semester.

### **Course Outline:**

- Introduction to Change
- Organization Structure and Corporate Governance
- Managing Change (theories of planned and unplanned change)
- Organization Development
- Innovation and Corporate Entrepreneurship
- Personal Change
- Behavior Change (Time Permitting)

### **Important Dates**

<b>Date</b>	<b>Event</b>
December 02, 2021	Last day to drop classes
January 20, 2022	Last day of classes
January 26, 2021 - 08:00 AM to 10:00 AM	Final Exam (Comprehensive) for section 51



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**Undergraduate Program Learning Goals:**

**LG1. Ethical Skills:** A CBA graduate shall be able to recognize ethical issues present in business environment, analyze the tradeoffs between different ethical perspectives, and make a well-supported ethical decision.

**Student Learning Objectives:**

- 1.1. Identify the ethical dimensions of a business decision.
- 1.2. Recognize and analyze the tradeoffs created by application of competing ethical perspectives.
- 1.3. Formulate and defend a well-supported recommendation for the resolution of an ethical issue.

**LG2. Decision Making Skills:** A CBA graduate shall be able to recognize the extent of the implications of business decisions, evaluate different proposals based on available facts, and make a well-supported business decision.

**Student Learning Objectives:**

- 2.1. Recognize the implications of a proposed business decision from a variety of diverse, internal and external, stakeholder perspectives.
- 2.2. Evaluate the integrity of the supporting evidence and data for a given decision based on business principles.
- 2.3. Analyze a given business decision using integrative techniques, structures, and frameworks.

**LG3. IT and Computer Skills:** A CBA graduate shall demonstrate capabilities in using general-purpose computer applications

**Student Learning Objectives:**

- 3.1. Use a word-processing application to type and format a business document.
- 3.2. Use a data-processing application to analyze or solve a business problem.
- 3.3. Use a presentation-making application to prepare a slideshow for a business issue.

**LG4. Communication Skills:** A CBA graduate shall be able to communicate effectively in a wide variety of business settings.

**Student Learning Objectives:**

- 4.1. Deliver clear, concise, and audience-centered presentations.
- 4.2. Write clear, concise, and audience-centered business documents.

**LG5. Analytical Skills:** A CBA graduate shall be able to apply quantitative and qualitative methods to solve business problems.

**Student Learning Objectives:**

- 5.1. Use appropriate tools to solve a given business problem.
- 5.2. Analyze business problems using suitable business theories and techniques.
- 5.3. Structure logic and frame quantitative analysis to solve business problems.