



Kuwait University
College of Business Administration
Management and Marketing Department



Course Syllabus

Dr. Abdullatif Alrashdan
MGT 410 – Organizational Theory and Design
Fall 2022-2023

Lecture Time and Location:

MGMT 410 / 01A: Sun Tue Thu 04:00 PM – 04:50 PM Room C1 1005

Contact Information:

Email : abdullatif.alrashdan@ku.edu.kw

Office Hours : Thu 05:00 PM – 06:00 PM or by email appointment

MyU : dralrashdan

Course Website : www.aalrashdan.com/otd

Course Description:

In their most basic definition, organizations consist of group of individuals who work together towards a common goal through the division of labor. To achieve this common objective, the organization provides these individuals with the incentives, means, and climate to harness their strengths and capabilities and enhance the collective effectiveness. This course sheds the light on the key principles of organizational theory and design. Organizational theory focuses on formal social organizations, such as business enterprises, and their inter-relationship with the environment in which they operate. Through this scope, organizational theory complements the contemporary research in strategic management, entrepreneurship, and organizational behavior.

The intent of this course is to study the impact of organization theories on organizational design and structure within the dynamic nature of an open system approach. Students will learn how to analyze, design, and improve organizations through matching organizations structure, system, and culture to organization's strategy and environment. Against the backdrop of traditional organization theory, the course will analyze organizational change, innovation, and new organizational forms. Topics covered include: organization systems, organization structure and processes, interorganizational relationships, organization size and life cycle, organizational innovation and change, organizational culture and design, and conflict, power and politics.

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.

Upon successful completion of this course, students will be able to:

1. Understand Organizations and learn about Organizational Theory.
2. Learn about Organizational designs, structures, forms, and culture.



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3. Discuss Organizations as open systems and explain how these systems interact, adapt, and change in response to their external environment.
4. Provide an overview of intra and inter-organizational relationships and relate them to organizational design.
5. Understand the concepts of organizational size, growth, and life cycle.
6. Communicate the students' analyses of business cases in written and oral formats.

CLO Mapping to CBA Skill-Based Competency Goals

CLO	Competency Goal				
	Analytical (LG5)	Communication (LG4)	Information Technology (LG3)	Decision-Making Skills (LG2)	Business Ethics (LG1)
1				A	
2	A				
3	R			R	
4				A	
5	A			A	
6	A				

Type of Emphases:

- **(I)ntroduce:** Students will be introduced to the skill and their grasp of it assessed in the course.
- **(A)pply:** The course will not cover the skill. Students should have a high-level grasp of the skill and are required to apply it in the course.
- **(R)einforce:** Students should have an introductory-level grasp of the skill and the course will improve their mastery to a higher level.

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. Since our class discussion forms the focus of the course, it is important that I get to know who you are as soon as possible. Please display your name card and try to sit in the same seat every session.

An important feature of MGMT 410 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 410 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.



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Required Material:

Textbook: Richard L. Daft (2013). Organization Theory & Design (11th ed). South-Western. ISBN-13: 978-1111221294

Additional 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
10%	Class Participation (Collective learning, Quizzes, class discussion and class attendance)
25%	Exam 1
25%	Exam 2
40%	Final 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

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.



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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://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.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.

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.

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

Course Website

MGMT 410 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



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the website (<http://www.aalrashdan.com>). 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 MGMT 410, 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://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.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 5:00 PM until 6:00 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 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, “410 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:

Topic 1: Organizations and Organization Theory

Topic 2: Strategy, Organization Design, and Effectiveness

Topic 3: Organization Structure

Topic 4: The External Environment

Topic 5: Inter-organizational Relationships

Topic 6: Organization size, lifecycle, and decline

Topic 7: Organizational Culture and Ethical Values

Topic 8: Innovation and Organizational Change

Topic 9: Conflict, Power, and Politics



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Important Dates

Date	Event
November 3 rd , 2022	Last day to drop classes
December 22 nd , 2022	Last day of classes
January 05, 2023 08:00 AM – 10:00 AM	Final Exam for Section 01A