



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



**MBA 508 - Organizational Design and Development**  
**Course Syllabus - Spring Semester 2021/2022**

**Professor:** Salem M. Altuhaih, PhD, CMC

**Lecture Time:** 17:00 - 19:50 – Tuesday

**Location:** Building: BUA-S – Room: 1008-CG

**Contact Information:**

**Location:** Management and Marketing Department – College of Business Administration

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**Office Phone:** +(965)-24988592

**Office Hours:** Tuesday 16:00 – 17:00

**Virtual Office Hours:**

Traditionally, office hours have taken place in person and have conflicting Instructor-student schedules. Virtual Office hour (VOH) is an alternative to Face-to-face Office hours (traditional Office hours). with many benefits:

- Meetings do not have to take place on campus.
- Office hours can occur at more popular times, such as later in the evening, when more students can attend. Additionally, students can "pop" online when they're working on homework, asking a quick question, and going back to work.
- Discussions are archived so students can go back through the conversation if they need clarification or review the material under consideration. Likewise, students who did not participate in the discussion have access to the material.
- It also assures students of a timely response. Note: sometimes responses to questions posted on Friday and Saturday will be answered by the teacher or the teacher's assistant on Sunday.
- Students can all be active participants instead of waiting in a line outside the Professor's office door.
- Some students might be more prone to participate if they do so online instead of in person.
- It offers the whole class a chance to see what types of questions individual students ask.
- To reach the VOH page, click on the following link:

<https://altuhaih.moodle.school/mod/forum/view.php?id=4374>

**Course Description**

Organization Design has become a crucial offering of organization development services that internal HR and OD professionals are asked to provide to their clients. *This course provides the core frameworks and methods in organizational design and the tools for guiding leadership teams through organizational change.* The system is highly interactive and offers a practical mix of concepts, examples from leading companies, practice against a case, and application to real participant situations. The course examines various ways to create an organizational structure to operate effectively in different environments. It focuses on critical managerial decisions regarding choice environmental niches, structural arrangements, and the design of policies, plans, programs, and practices that enhance organizational performance.



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### **COURSE LEARNING OUTCOMES:**

#### **GENERAL OBJECTIVE**

The general objective of the course is to help students become good analysts of organization structure and process, learning effective tools of design and implementation, whether students wish to become successful consultants to organizations or effective leaders and managers of organizations.

#### **SPECIFIC OBJECTIVE**

- Create alignment between components of the organization and the strategy
- Demonstrate consulting and analytical skills by using tools to ask the right questions, diagnose root causes and develop design criteria
- Articulate the alternatives available in organization design, the business needs they serve, the advantages and disadvantages of various options, and anticipate and plan for unintended consequences
- Identify and understand various organization components and their relationship to one another (understanding systemic relationships and consequences).
- Analyze, assess, and diagnose organization effectiveness, including organizational culture and values.
- Understand principles of designing organizations and other activities.
- Understand how management and organization design can lead to strategic advantage.
- Understand issues of implementation of various design strategies and interventions.
- Understand the relationship between leadership, organizational design, and effectiveness.



## MBA 508 - Organizational Design and Development

### REQUIRED READING:

Reading Materials consisted of one of the leading textbooks on the subject:  
*ORGANIZATION THEORY AND DESIGN*, 11th ed., R. L. Daft, Southwestern, Cengage Learning, 2013, Plus articles from Harvard Business Review, and other important articles from leading Journals on the field. **All the required materials will be on the course site available to registered students.**

**The following schedule, procedures, exams, and exercises in this course are subject to change in the event of extenuating circumstances.**

READING	WEEK
<b>Unit One - Introduction to Organizations</b>	
<a href="#">Organizations and Organization Theory</a>	08 March 2022
<b>Unit Two - Organizational Purpose and Structural Design</b>	
<a href="#">Strategy, Organization Design, and Effectiveness</a> <a href="#">Fundamentals of Organization Structure</a>	16 March 2022
<b>Unit Three - Open System Design Elements</b>	
<a href="#">The external environment</a> <a href="#">Interorganizational Relationships</a>	22 March 2022
<a href="#">Designing Organizations for the International Environment</a>	29 March 2022
<b>Unit Four - Internal Design Elements</b>	
<a href="#">Manufacturing and Service Technologies</a> <a href="#">Using Information Technology for Control and Coordination</a> <a href="#">Organization Size, Life Cycle, and Decline</a>	05 April 2022 12 April 2022 19 April 2022
<b>Unit Five - Managing Dynamic Processes</b>	
<a href="#">Organizational Culture and Ethical Values</a> <a href="#">Innovation and Change</a> <a href="#">Decision-making processes</a> <a href="#">Conflict, Power, and Politics</a>	26 April 2022 03 May 2022 10 May 2022 17 May 2022
<b>GRADING CRITERIA</b>	
Cases Analysis	400
Assignments	300
Forums	300
Total	1000



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### **IMPORTANT NOTE:**

This course uses the "Blended Learning" System. Blended Learning is defined as ***"formal education. System, in which a student studies at least part of the course through delivery of content and instruction via digital and online media with some element of student control over time, place, path, or pace."*** "Blended learning, also known as hybrid learning, is an approach to education that combines online educational materials and opportunities for interaction online with traditional place-based classroom methods."

**Course Website:** <https://altuhaih.moodle.school> OR <https://moodle.ku.edu.kw>  
[Click on this line to find advice on Strategy for Student Success with Online Learning.](#)

### **ATTENDANCE**

Your attendance, preparation, and participation are essential to contribute to the success of the course for all. The system for each class will record attendance, and you should be ***o be present the entire class and on time to receive credit for attendance***. Excessive absences will negatively affect your final grade in the course. Each lack over three may reduce your course grade by one-third of a degree, e.g., from a B to a B.

### **Mobile Application:**

To use your smart phone to access the course Sites click [HERE](#) to download and install Moodle Mobile app. Student can use Moodle Mobile App. To:

- Browse the content of his or her courses, even when offline
- Receive instant notifications of messages and other events
- Quickly find and contact other people in your courses
- Upload images, audio, videos and other files from your mobile device
- View your course grades