# Course Syllabus

## Dr. Majdi Anwar Quttainah

**MGT 412 – Organizational Change and Development Fall 2023-2024**

### Lecture Time and Location:

**MGT 412 / 01A** : Mon Wed 3:30pm – 4:45 PM Room South Building: D1-1006

### Contact Information:

**Email** : [majdi.quttainah@ku.edu.kw](mailto:majdi.quttainah@ku.edu.kw) (This is also my account ID in *MS Teams*)

**Office Hours** : by *email* appointment

**Website** : http://mquttainah.com/

### Course Description:

This is a practical course that addresses the issues, basic theories and methods associated with organizational change and development in contemporary organizations. In this course, participants will be exposed to several organizational issues including, the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable. In this course, participants will be introduced to both historical and contemporary theories and methods of introducing change in organizations, leading change, the ethical issues of surrounding and management techniques for effectively changing an organization. The course also explores the role of leadership in change and how leaders effect change. In this class, we explore and discuss the need and nature of planning for change, managing change, and measuring change in the context of many different situations, companies, and industries. We explore various methods for change, the process steps for changing an organization and different analytical methods associated with assessing, planning, managing, and measuring change. The course is oriented to contemporary business topics and students are expected to participate in class.

### 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.
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.
5. Systematically identify and apply specific methodologies for spurring innovation within established organizations.
6. Use innovation and entrepreneurship as tools for change and to navigate complex and changing environments.

### 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 | A |  |  |  |  |
| 4 | R |  |  | R |  |
| 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.

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.

### Grading:

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

|  |  |
| --- | --- |
| **Description** | **Weight** |
| Midterms | 50 |
| Final Exam | 50 |
| TOTAL | 100% |

**Grade Distribution:**

|  |  |
| --- | --- |
| **Grade** | **Range** |
| A | ≥ 95 |
| A- | ≥ 90 and < 95 |
| B+ | ≥ 87 and < 90 |
| B | ≥ 83 and < 87 |
| B- | ≥ 80 and < 83 |
| C+ | ≥ 77 and < 80 |
| C | ≥ 73 and < 77 |
| C- | ≥ 70 and < 73 |
| D+ | ≥ 65 and < 70 |
| D | ≥ 60 and < 65 |
| F | < 60 |

**Teaching and Learning Partnership:**

Teaching and learning are a partnership between faculty and students. I will fulfill my partnership obligations by serving as advisor, consultant, mentor and purveyor of general comments and clarifications of difficult or confusing concepts. You will fulfill your partnership obligations by being a fully participative, responsive, helping, and working team member of the class.

Homework, exams, case assignments, and bulletin board participation all play an important role in your education in this course. They are an essential part of the learning process in that they require the synthesis and extension of concepts. They also help both the student and the professor to evaluate one’s progress in mastering the material. Experience indicates that generally the course material cannot be adequately mastered without active involvement on your part.

Discussion of assignments with others who are also struggling with them can be highly beneficial and is encouraged. Most real-life problems are solved through team efforts, and it is important to learn how to solve problems cooperatively. The interaction with others working on the same problem often reveals different approaches to common difficulties.

**Attendance and Class Participation:**

You must be regular in class attendance and on time for each lecture, to do so, you need to ensure that you arrive to lecture in sufficient time prior to the start of the lecture. Students, who fail to show on time, will be allowed into the lecture, but will lose points. Students who fail to show will earn notice based on the university’s regulations. You must be diligent in your studies, read relevant chapters, and read the cases and materials assigned for each class. Based on your reading, you are then expected to make thoughtful and constructive contributions to the discussions. Students may be called upon randomly to answer questions in class to ensure uniform participation. Hence, I am depending on your involvement in all aspects of the class to enhance it for everyone. Participation is an important component of this class. Much of your learning will take place during class discussions and activities with the professor, guest speakers, and peers. Thus, it is very important that you prepare ahead of class and participate in the discussion of these materials. *I expect everyone to contribute to the lecture.*

One way to plan for making contributions is to prepare questions or comments about each reading or assignment that you want to have addressed during the class period. Consider submitting a Confusion Sheet (located on the course website). Formulate questions for the guest speakers based on the materials as well. Also, please be willing to respond to the questions and comments of your classmates. I expect that you will show respect for one another's contributions. While you may not agree with the perspectives of your peers, I expect that you will express your differences of opinions in ways that uphold the humanity of the person with whom you disagree. I believe that you will find that engaging in dialogue about areas of similar and differing points of view will create a positive learning experience in and of itself. I think that you will also find the process of working through and discussing issues together to be beneficial to your individual learning in the course. 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.

**Course Requirements and Policies:**

**Attendance and Participation:** Every student in this course must abide by the Kuwait University Policy on Attendance (published in the Student Guide, Chapter 3, and 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>

**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, and 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

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

” please email, me before the deliverable is submitted.

**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:

* 1. Recognize the implications of a proposed business decision from a variety of diverse, internal and external, stakeholder perspectives.
  2. Evaluate the integrity of the supporting evidence and data for a given decision based on business principles.
  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:

* 1. Use a word-processing application to type and format a business document.
  2. Use a data-processing application to analyze or solve a business problem.
  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:

* 1. Deliver clear, concise, and audience-centered presentations.
  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:

* 1. Use appropriate tools to solve a given business problem.
  2. Analyze business problems using suitable business theories and techniques.
  3. Structure logic and frame quantitative analysis to solve business problems.