

**MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**

**FALL 2024**

**WEDNESDAYS**

**“*Excellence is a habit*” – Aristotle**

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***OFFICE HOURS***: In person or e-mail, pretty much anytime. Please email to make an appointment in person.

**COURSE DESCRIPTION:**

Most of you work in organizations. Right now, you are being taught in an organization. You rely on organizations to obtain your basic life necessities (services, hobbies, food, activities). Organizations are often defined as a collective oriented towards a common goal. Management involves formulating that goal and being able to help others achieve that goal. Formally, managers both formulate strategies and implement strategies. Managers need to utilize different methods to influence others to achieve their individual goals to reach a shared goal. For example, the managerial skills needed to influence individuals and teams differ. Thus, management is needed at all levels of an organization.

We will examine different aspects of how managers address their environments, people and tasks to achieve their goals. In other words, this course will explore business management concepts, ideas, theory and practice in organizations. You will acquire a greater understanding of basic management principles.

**LEARNING OBJECTIVES:**

My goal is to help you develop a managerial mindset that will allow you to improve how your future organization functions. We will develop this mindset by examining different aspects of the organization. The managerial mindset means that you will acquire a toolkit of ideas related to how to improve organizational effectiveness as well as the professional lives of those who work for you. We will you develop proficiency in core business concepts, tools, and frameworks.

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We will also develop your leadership and communication skills. The best analysis will not have any impact if it cannot be communicated to others in a persuasive way. Managers must be able to communicate their ideas and views in a clear and convincing way. As much as 90% of manager’s time is spent on communication. You will need to learn to make convincing arguments, and make them quickly. Proper analysis with poor communication will not be helpful.

Upon successful completion of this course you should have a tool-kit of ideas which include

1. Theories of motivation
2. Decision Making & Perceptions
3. Give & Take
4. Leadership
5. Organizational culture
6. Organizational change
7. Explain the characteristics of a strong strategy and how to formulate an effective strategy to build a competitive advantage.
8. Analyze the company’s resources and capabilities and use them to achieve above-average success.
9. Analyzing the industry to be able to develop a strategy that positions the company for success and defends it from competition.
10. Theories of strategy

**TEACHING PHILOSOPHY:**

This course depends heavily on your ability and willingness to participate and discuss topics in class. **For example, this course will utilize many case discussions, rather than lectures.** The quality of your learning experience depends greatly on your ability to come to class on time, prepared to discuss all topics. Students are expected to lead the class discussion and I (as the instructor) will provide guidance and structure to the discussion..

For you to develop a managerial way of thinking, the focus in this course will be on critical analysis and discussion. This means your **grades will NOT be based** on how well you can **recite** and **memorize** course materials and definitions. Rather, your grades will be based on how well you can **apply** course materials through critical thinking and analysis of different topics. To achieve this goal, we will utilize different learning methods including case discussions, lectures, practical reasoning (integrating course topics to try and solve real problems in real organizations).

**WORKLOAD AND STUDENT EXPECTATIONS:**

The course is labor intensive. There are many management principles, that it is impossible to dive deep into all of them. The goal is to expose you to different concepts and ideas.

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| **Your Role: Students** | **My Role: Professor** |
| Preparation: Complete readings on time before class starts | Assign valuable readings and assignments |
| Presence: Attend classes and miss no more than 6 classes, and **you cannot miss more than 1 case discussion class** | Lead class room discussions, lectures, and exercise |
| Promptness: Come to class on time, complete all assignments on time | Be accessible to answer any student questions or concerns at a reasonable time |
| Participation: Actively participate in class  Act respectfully towards everyone in the classroom | Provide timely feedback to help students monitor their performance in the class |
| Professionalism: Engage in ethical and professional communication and behavior at all times | Treat each student with professionalism, respect and dignity |
| Adhere to classroom policies outlined below | I will not try to trick you in exams. If you have done the readings and attended class, questions should be straightforward. |
| Foster a climate of respect for other class members and for the professor |  |
| Absolutely no cheating, copying, plagiarism is tolerated in this class |  |

You will be responsible for case preparation, completing assigned readings, various presentation and course deliverables that will be described in this syllabus. Most of all, high performance in this course requires preparation and participation. ***If you do not participate, you will not get higher than a C- grade in this course.***

**COURSE MATERIALS:**

1. We will utilize Harvard Business School cases for a weekly analysis and application of course material.

***RECOMMENDED TEXT:***

1. *Give and Take. Adam Grant*
2. *Zero to one. Peter Thiel*
3. *Lean Startup. Eric Ries*
4. *The innovator’s dilemma. Clayton Christensen*

**COURSE COMMUNICATION:**

Throughout the semester, I will be sending you regular emails. Please ensure that your email account is active and that you check it regularly or set your account so that it forwards emails to your regular email account. **This is a very dynamic course, and you are responsible for being aware of the communications and changes as we go through the semester.**

**COURSE REQUIREMENTS:**

In many ways, this course is designed to develop you as managers and employees working in a professional organization. You are required to be managers and leaders and the expectation is for you to participate, present, and engage in a lively discussion with utmost respect and professionalism.

This class will push you towards critical thinking and analysis and will **require a lot of reading before class**. I expect you to come to class prepared to discuss course material and be prepared for me to teach through **discussing material with you**, do not expect me to lecture throughout the class.

Although assignments and activities are “structured” on the Schedule of Classes, the schedule may change throughout the semester as unexpected resources or speakers become available. However, posted assignments will not be due earlier than the date specified on the Schedule.

**If students fail to come to class prepared having read the class material, I will start giving out daily quizzes on reading material!**

**CASE METHOD**

To achieve the objectives of this course, we will devote the majority of our class time to the analysis and discussion of selected business cases. Lectures will be given occasionally to dive deeper into key theories, concepts, and frameworks. These lectures, however, will only supplement the case analysis. Cases provide a practical setting for theories and help with understanding of the concepts discussed. While first-hand experience is the best teacher for managerial decision making, cases are the best option for the knowledge that can only be gained through years of work experience.

A broad range of business cases have been selected, each can teach us something specific and yet all of them can teach us many things. We will not try to learn everything from every case, but focus on developing your analytical skills and gain key insights from each case.

Case-method is used as a way to teach this course because it first allows you to develop your critical thinking skills in identifying problems and developing solutions. Most of the cases will not have a clear answer. Rather, you will have to read through a lot of information, some of it irrelevant, other contradictory, in order to identify key strategic issues and solutions. Therefore, a second benefit of cases is that it allows you to deal with ambiguity, when there is no clear “right answer” - much like the real world. You will find that in cases, “**There are no right answers, but there are wrong answers**.”

I explain the rationale behind case-studies because the case method may be unfamiliar to some of you and may be frustrating to some. You may face confusion initially, as many cases do not have a neat “right answer” and, many times, I will not reveal my own opinion about the answer.

You may also find that in preparation for case discussion, you “missed” key points, or focused on other points that were not discussed in class. This is normal, and part of the learning experience I hop you will gain from this class.

# GRADING

Management is a social science, that means, there are rarely perfectly definitive answers. You are the managers of all assignments. In terms of grading though, I am the manager in the organization. Your role is to be able to effectively convince me through critical thinking and analysis your ability to apply course materials to solve complex problems. Your ability to demonstrate your critical thinking and reasoning is the key to your success in this class. At the end, I have complete discretion over how much I am convinced with your argument.

**Grading Criteria:**

* Participation: 20%
* Case Assignments: 20%
* Group Presentation: 20%
* Midterm: 20%
* Final Exam: 20%

Grading will be based on performance and effort. The quality (and grade) on the assignments is at the instructor’s discretion. It is a question of how well I understand your arguments, whether they are logically conveyed and, when appropriate, whether you have some evidence to your claims. Some students find this level of ambiguity and uncertainty as frustrating, but it is something you will face as an employee and to a higher degree when working in an organization. Additionally, one of the learning goals of this course is to learn how to accurately convey your thoughts and work to other parties. Many might struggle with having great ideas that no one seems to understand. You will find that managers will evaluate your work and ideas based on their own interpretation, not on what you intended. It is up to you to ensure that your writing and deliverables are clear and unambiguous.

I will provide details as to the elements that I will be looking for with regards to specific assignments. At a minimum, deliverables should address all elements required of an assignment and follow instructions (including professionalism). If something is vague or you do not understand what is required, ask me! Excuses like “I did not understand the instructions,” “I did not understand what you were looking for” “I was not sure what elements we should include” are **NOT** valid excuses. I am generally available anytime to help, if you don’t ask for help before delivering the assignment, I cannot help you with the grade. Meeting these minimum requirements will **NOT** result in a Grade of “A”. Rather, I will use the following scale to grade all assignments.

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| --- | --- | --- |
| Grade | Score | Evaluation |
| A | 93% and above | Superior Performance |
| A- | 92%-90% |  |
| B+ | 87%-89% |  |
| B | 83% - 86% | Clearly Above Satisfactory Performance |
| B- | 80% - 82% |  |
| C+ | 77%-79% |  |
| C | 73% - 76% | Satisfactory Performance |
| C- | 70% - 72% |  |
| D+ | 67%-69% |  |
| D | 63% - 66% | Very Poor Performance (Marginally passing) |
| D- | 60% - 62% |  |
| F | 59% and below | Failure |

***CLASSROOM ETIQUETTE*:**

The following professional behaviors are expected of students:

* Come to class on time, ready to actively participate. Attendance will be taken as soon as class starts. If you show up to class later than five minutes (e.g., after 12:35 pm) since the start, you will be marked as absent from class.
* Always be professional and respectful towards everyone in class. No talking during class, no sleeping, no working on other assignments.
* Students are **NOT** allowed to use laptops, cellphones, tablets and electronic devices in class. No voice recording or video recording is allowed. Remove headphones and turn off pagers, cell phones, and all other electronic devices during class. **Store all electronics out of sight.** This class is designed to be highly interactive which means you need to pay attention to discussions and participate or it will greatly affect your class participation score. **Use of electronic devices will result in detraction of 1% of the final grade and a grade of zero participation for the day.**
* Please, no eating in class.
* Professional delivery of assignments including proper formatting, organizing, font, grammar, spelling. Professionalism is like a performance appraisal that you will routinely receive throughout your career. Everything you do (or don’t) creates an impression.

**CLASS ATTENDANCE & PARTICIPATION:**

**Daily Class Participation.**

Active participation in class discussions, exercises, and engagement with other students’ presentations is required of everyone in the class. Students are expected to contribute to each other’s business ideas and presentations. This is an active class where we will all learn from each other, the more students participate, the better the learning experience of the class. I will take note of daily participation and assign a grade to each student at the end of the class. **To be eligible to get a participation grade, you will need to be present in class.** Once you are eligible for participation, I will evaluate the quality of your participation contribution. To excel on the basis of contributing to a positive learning environment students are expected to be:

* Display a positive attitude in the classroom.
* Displays leadership by raising important issues and helping others.
* An active participant, but not a dominant participant.
* Be a good listening and demonstrate respect for others’ opinion.
* Make thoughtful, insightful comments, not just speak to be heard.
* Build on others’ comments.
* Asks questions, not just give answers.
* Judiciously play the role of the devil’s advocate.
* Be constructive and positive in one’s comments.
* Demonstrate respect and professionalism towards others.
* Is not disruptive.
* Does not leave the class.
* Does not use electronic devices in the class.
* Is candid with the instructor about challenges and issues related to the business project.
* Please note that attendance **DOES NOT** equal participation.

**Class Attendance**

Class attendance is a requirement. If you’re not in class, you can’t participate. **When there are case discussions, class participation (or lack thereof) counts double.** No grade of A will be given if you miss more than one case analysis class. No grade of A will be given if you miss more than three classes in total. Please note that I will not accept any excuses for absences and tardiness. Examples of invalid excuses to miss/be late to class include “I’m leaving town to see friends/family,” “I did not wake up in time” “I have a late flight” “I had a wedding” “I have a lot of work this week” “I have a funeral” “There was a lot of traffic” “I was sick” “I had a flat tire” Again, you will only be given a maximum of two excused absences. Therefore, **you may not miss more than two classes**, excused or otherwise without losing participation grades. End of discussion. If you miss more than three classes I will deduct 5% from your final grade for each missed class.

***ORAL PRESENTATIONS***

* Group Presentations – Each group will orally present the results of their group project. The use of PowerPoint is recommended, but should be no more than 10 – 15 slides. The group may deliver the presentation en masse or assign one person to make the presentation with others available to answer questions. Students will make their presentations in business casual attire, meaning jackets and for men and equivalent dress for women. They should be prepared to answer questions on their presentation.

***ASSIGNMENTS***

***All assignments are due at the beginning of class on the due date as mentioned in the schedule of classes under “Deliverables”, unless otherwise noted***. All written assignments will be typed, 12 pt Times New Roman font, double spaced, 1" margins with a title page, student name(s), date, and a table of contents, where appropriate. Failure to follow these instructions will adversely affect your assignment grade.

**Team Project & Presentation**

You will conduct a strategic analysis of a an emerging local (Kuwaiti) company as part of your team project (An emerging company is a new company, less than 10 years old). You will apply the concepts, theories, and frameworks discussed during the course to analyze the firm’s internal and external environment, identify and analyze strategic challenges it currently faces, and present a minimum of 3 specific recommendations to maximize the firm’s long-term performance. During the end of the course, an entire week will be dedicated to oral presentations (PowerPoint presentations) of your final project. The presentation will allow teams to present their analysis and recommendations to the class. Your analysis and recommendations should be specific, supported by actual data, executable, and logically sound.

To get full credit, the analysis must be supported by data. The citation and source of the data should be clearly stated so that readers can go the source if need be.

* + - *Details on structure of the assignment and grading will be posted later.*

**CLASS SCHEDULE**

| **Week/ Session** | **Week** | **Readings/ Deliverables** |
| --- | --- | --- |
| Week 1 | **Introductions/History of Management** |  |
| Week 2 | **Motivation** |  |
| Week 3 | **Decision Making & Perceptions** | **Case 1: Zero Wage Increase** |
| Week 4 | **Give & Take** | **Case 2: Managing Up** |
| Week 5 | **Leadership & Organizational Culture** | **Case 3: Uber**  **Case 4: Amazon** |
| Week 6 | **Organizational Change** | **Case 5: Kodak** |
| Week 7 | **Teams** | **Case 6: Apple’s Core** |
| Week 8 | **Strategic Management (Intro)** |  |
| Week 9 | **SWOT/Porter 5** | **Case 7: McDonald’s** |
| Week 10 | **Value Chain Analysis** | **Case 8: Cola Wars** |
| Week 11 | **Competitive Strategies** | **Case 9: Walmart**  **Case 10: Ducati** |
| Week 12 | **Blue Ocean Strategy** | **Case 11: Trader Joe’s** |
| Week 13 | **Disruptive Innovation** |  |
| Week 14 | **Netflix** | **Case 12: Netflix Strategy**  **Case 13: Netflix Culture** |
| Week 15 | **Final Projects** | **Final projects** |

**ACADEMIC INTEGRITY**

The code of academic integrity applies to all courses at Kuwait University Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty.