



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



**Course Syllabus**  
**Spring 2024/2025**  
**dr. Salah A. Alabduljader**  
**412 Organizational Development and Change**

**Lecture Time and Location:**

**Days:24**

**Lecture Time:** 24/ 01A-1011412(14:00-15:15)

**Location:** BUA-S / 1010

**Contact Information:**

**Location** : Management and Marketing Department

**Email** : MyU@dr\_salah

**Office** : 010A1012 / south building

**Office Hours** : (1.3.5 / 14:00 to 14:50 pm)

**Social Media** :

**Teaching Assistant:**

**Name** :

**Location** :

**Office** :

**Email** :

**Office Hours** :

**Tutorial** :

**Course Description:**

In today's dynamic global landscape, development and change are not mere options but essential imperatives. We are immersed in an era characterized by rapid political, economic, intellectual, and technological transformations. These shifts have redefined competition, dissolving traditional boundaries of time, space, and physical constraints among nations and markets. Organizations must adopt a holistic perspective to navigate these evolving challenges. Change, a hallmark of advanced societies, impacts every individual and organization. Thus, each entity must continuously identify, adapt to, or



even anticipate these changes. Embracing development and organizational design has become a strategic priority—serving as both a catalyst for sustained growth and a vital tool for remaining agile in the face of environmental shifts.

**Course Objectives:**

Aligned with the College of Business Administration Graduate Program’s learning goals, this course aims to enable participants to:

1. Understand the concept and benefits of development and organizational design.
2. Analyze the alignment between organizational goals and structural design.
3. Master the fundamentals of organizational structures.
4. Explore the interrelationships between organizations.
5. Delve into the dynamics of operations management.
6. Evaluate the influence of organizational culture and ethical values.
7. Develop strategies for managing change and fostering innovation in projects and overall organizational development.
8. Examine decision-making processes alongside the dynamics of conflict and power.
9. Identify and implement effective steps and strategies for organizational development.

**Course Learning Outcomes and Objectives:**

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.

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

1. Describe the theoretical concepts underlying development and organizational design.
2. Learn the goals of development and organizational design.
3. Learn the decision-making process on the best diagnostic techniques and data collection.
4. Dealing with change and innovation and continuing to take the initiative in making changes within organizations.
5. Explain the principles of organizational culture and ethical values.



6. Know the steps and strategies of organizational development.

**Required Material:**

Textbook: The theory and practice of change management, JOHN HAYES, 4 th Edition, PALGRAVE MACMILLAN 2014.

**E-Learning System:** Search for material that addresses specific issues of interest

**Course Website :**

**Course Requirements and Policies:**

**Individual Assignments:** short reports/case analysis /position papers.

**In-Class Tests:** 2 Midterm Exams and Final Exam. These tests will be in class answering/essay type of questions that lead to the assessment of your comprehension of and ability to demonstrate your understanding.

**Participation:** very much encouraged.

**Class Preparation – Readings, Videos, and Online Quizzes:** Class Preparation – Readings, Videos.

**Attendance and 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://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)

This course has a significant seminar component and class participation is critical to the learning experience. Participation will be assessed in each class period. Your class participation and attendance will both contribute to your score of in-class performance.

**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](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



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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 APA writing style for their assignments and report writing. Refer to the English Language Center for help.

**Grading:**

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

Weight	Description
15	Mid-Term Exam 1
15	Mid-Term Exam 2
10	Attendance Participation
5	Interactive & Initiatives
10	Major case Analysis
5	Presentation
40	Final Exam
100%	TOTAL

**Grade Distribution:**

Grade	Range
A	≥ 95
A-	≥ 90 and < 94
B+	≥ 88 and < 89
B	≥ 83 and < 87
B-	≥ 80 and < 82
C+	≥ 78 and < 79
C	≥ 73 and < 77
C-	≥ 70 and < 72
D+	≥ 65 and < 69
D	≥ 60 and < 64
F	< 60



## **Course Outline:**

### **1- Organizational Development:**

- Introduction:
- The organizational development concept
- Justifications for Organizational Development
- Organizational Development Goals
- Organizational Development Goals Continued
- Organizational development process Characteristics
- The Responsibility of Creating Organizational Development
- Organizational development steps
- organizational development positives

### **2- Organizational change**

- Change Definition
- Change properties
- Change tools
- Difference between change and development
- Why change management?
- change management Elements
- The importance of organizational change for individuals and organization
- Features of positive change
- Types of change
- organizational change Reasons

### **3- change and development Resistance**

- change resistance Definition
- Reasons change resistance
- Techniques that help to reduce change resistance
- The reactions stages of those who are affected by change
- Motivation of workers' change resistance
- Strategies to reduce the workers change resistance
- change resistance Positives
- The seven axes of change
- Characteristics to be met by change leaders
- Change leader styles to make change
- Transformational Leadership



#### **4- Methods of organizational performance modern managing**

- Reengineering
- re-engineering elements
- Reengineering business entries
- importance of business reengineering efforts
- Types of organizations that need re-engineering
- business reengineering stages
- Processes reengineering purposes
- TOTAL Quality Management Characteristics
- total Quality Management Objectives
- Benefits of applying TQM
- Steps to Implement Total Quality Management
- Empowerment Introduction
- The importance of empowering workers
- Comparative Excellence introduction

#### **5- Organizational Development management**

- The responsibility of OD management
- who has the authority to Develop within the organization?
- Senior management
- Participation
- Delegation
- Which previous methods are better?
- Consultants from abroad
- The disadvantages of the external consultant
- Different roles of consultant
- consultants from within the organization
- Counselors from within the organization

<b>Date</b>	<b>Event</b>
March 10 <sup>th</sup> , 2025	Mid Term Exam (1) 14:00-15:15 pm.
April 14 <sup>th</sup> , 2025	Mid Term Exam (2) 14:00-15:15 pm.
May 26 <sup>th</sup> , 2025	Final Exam 08:00-10:00 pm.