MGT 425 Organizational Change & Development

# Dr. Randa Alyafi, Associate Professor

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#### Office Hours: **Sunday, Tuesday: 8:00-9:00; 12:00-1:00 & Mon: 8:00-9:00**

### The Course Objectives:

This course aims to introduce the students to the concept of organizational change and development in terms of its definition, techniques and evolution. It includes planned change and its effects on the processes, strategies, individuals, and culture within the organization. The course also aims to develop the students’ skills of dealing with organizational changes and development.

**Pre-requisite**: **MGT 213** Organizational Theories and Organizational Design

**Learning Oucomes:**

After completing this course students should be able to understand:

* The concepts of organizational development
* The steps of implementing change
* The various views about change management
* How to become change agent

**Texbook**

Spector, Bert. (2013).  ***Implementing Organizational Change.***  3rd Edition. Pearson Education, Inc. NJ.

**Commitment to Ethical Behavior**

It is understood that each student will be committed to ethical behavior in the course. It is unethical to:

* ask the professor to raise your grades unjustifiably
* ask the professor to use a certain type of questions in the examination and leave another type.
* ask the professor to grant you a special benefit or status, or override class rules for your sake.
* ask the professor to change course requirements or reassign grades among various course requirements

**Student Evaluation and Grades**

The issue of evaluation in a course of this type poses some special problems. Since you are working similar to that of OD practitioner and the class is the client, it becomes difficult to use traditional exams as a means of evaluation. On the other hand, a practitioner or any manager is never completely free from evaluation, because they are often judged on the achievement of certain objective. Exams will be used in this course, results are based upon the following:

* **(10) Points for (2) Quizzes.** A brief five minutes true-false and multiple choice quiz at the beginning of the class helps to "motivate" the students.

**1st Quiz:** Th 23/11/1435=18/9/2014 **2nd Quiz:** Th 19/2/1436=11/12/2014

**If any student missed a quiz one point will be deducted from her grades.**

* **(5) Points Case analysis.** The cases provide an opportunity for the participants to “put it all together,” to bring their knowledge of OD to bear upon a problem situation, and a chance to monitor their own progress and compare skills to those of their fellow participants. Students should solve all the cases in class. **Th** 12/2/1436=4/12/2014
* **(25) Points Exams.** The exam is made of true-false, multiple choice, and essay questions (**Th 20/1/1436h=13/11/2014)**.
* **(5) Points for participation.** The purpose is to encourage class discussion, and group assignments. (HW)
* **(10) Research Paper.** Students should work as teams, search for a local company, describe its business, provide a brief description of the internal environment, then recommend how can the chosen company implement the required change in order to improve its business. The paper should not exceed 5 pages.
* **(5) Points oral presentation**

This system has the following advantages:

* The student sets his/her own learning goals and the emphasis is upon personal development and growth.
* The student knows from the beginning just what one needs to do to achieve a desired grade.
* The student knows exactly where he/she stands at each point in the semester or quarter by comparing actual performance to the desired level.

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| **Week** | **Topic** | **Ch** |
| 1 | Introduction |  |
| 2 & 3 | Organizational Change | 1 |
| 3 & 4 | Theories of Effective Change Implementation | 2 |
| 4 & 5 | Mutual Engagement and Shared Diagnosis | 3 |
| 6 & 7 | Organizational Redesign | 4 |
| 8 & 9 | People Alignment | 5 |
| **Midterm Th 20/1/1436h=13/11/2014 (ch: 1, 2, 3)** | | |
| 10 | Reinforcing New Behaviors | 6 |
| 11 | Leading Change | 7 |
| 12 | Going Green | 8 |
| 13 | Group presentation | |
| 14 | Group presentation | |
| 15 | Revision |  |
| 15 | **Make-up Exam (chapters: 1,2,3,4,5,6,7, and 8) 1/3/1436=23/12/2014** | |