

**KING FAHD UNIVERSITY OF PETROLEUM AND MINERALS**  
**COLLEGE OF INDUSTRIAL MANAGEMENT**  
Department of Management and Marketing

Academic Year 2015/2016 (First Semester 151)

Course Syllabus

**Blackboard: New 9.1**

**Course:** MGMT 511 Organization Theory and Design  
**Sections:** 01 Time: 5:00-6:15 PM Days: Monday & Wednesday Location: 24/115  
02 Time: 8:00-9:15 PM Days: Monday & Wednesday Location: 24/156  
**Office Hours:** 6:15-7:45 PM, Monday & Wednesday  
**Instructor:** Dr. Abdulwahab S. Al-Gahtani (Office: 24/ 208 , Telephone: 860-1651)  
**E-Mail:** [gahtania@kfupm.edu.sa](mailto:gahtania@kfupm.edu.sa)

**TEXTBOOK:** Daft, Richard L, Murphy, Jonathan, and Willmott, Hugh. Organization Theory & Design, 10th Edition, 2010, Boston: Houghton Mifflin Co.

### **COURSE DESCRIPTION**

This course examines key issues in organizational theory and design. We will focus on how an organization's structure, its external environment, and its internal dynamics shape organizational action. Organizational theory is taught in other courses in the MBA curriculum, including MGT 580 (Organizational Behavior) and MGT 550 (Strategic Management). Although some overlaps are unavoidable (and perhaps desirable), this course stands out for its singular focus on matters of organizational structure (both formal and informal).

### **COURSE OBJECTIVES**

After completing this course, students will have a better understanding of the following areas of organizational theory and design:

- The major perspectives and research paradigms of organization theory
- The role of formal and informal networks within organizations
- Organizational design, including different organizational structures and the circumstances under which each might be appropriate

- An organization's external environment and its effects on organizational structure and performance
- Organizational learning and methods to enhance knowledge sharing and idea development
- Innovation and strategic change, including better ways to implement change.

**EXPECTED PERFORMANCE AND CLASS RULES:**

- Students are expected to attend all lectures.
- The instructor will apply KFUPM attendance rules and class conduct. The instructor will take attendance when he sees that absence is high in any lecture.
- The grade of "DN" will be given to students with more than 6 unexcused absences.
- Official medical excuses will be accepted.
- The instructor will deduct 1 point from the attendance score for each unexcused absence and/or tardiness. The maximum number of unexcused absences is 6 lectures.
- Excuses should be presented to the instructor within a week from absence. However, excuses presented after a week from absence will not be accepted.
- Repeated lateness means absenteeism.
- No late student is allowed to attend the lecture after it begins (10 Minutes is OK for one time).

- **PROJECT:**

There will be a team project that must be submitted on time. **LATE** projects will not be accepted at all. The instructor will assign each four students to a project. The team members will be selected in the same order in the roster sheet received from the **REGISTRAR'S OFFICE**. The project will be to construct **A CONCEPTUAL PAPER** that can be developed from sources available to students in the university library.

- **CASES:**

All students are required to work in teams to analyze the assigned business cases during the semester. Each team should submit a written report and present its case professionally. I will provide you with the cases, submission due date, and presentation due date. We will see the schedule of cases together in the classroom two weeks after the

ADD/DROP period. The team members will be selected the same way of the **TEAM PROJECTS**.

**EXAMS:**

Students will take two exams, one mid-term and a final. The exams will cover materials in textbook and lectures. The midterm will be an essay type of exam. The final will be a multiple choice and true/false.

**COMMUNICATION WITH THE INSTRUCTOR:**

Must be done through WebCt e-mail so you have to be ready to receive and send e-mails through WebCt.

**EXAMS, CASES AND ASSIGNMENTS WEIGHTS:**

- Midterm #1 20% (Chapters 1-4)
- Midterm #2 20% (Chapters 5-8)
- Final 25% (Chapters 9-13)
- Team Project 15% (Library assigned issues in OTD)
- Case Assignment 10% (6% for presentation and 4% for report).
- Attendance 6% (1 Point for each absence with a maximum of 6 unexcused absences).
- Participation 4% (Must be fruitful contribution)

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Total	100%
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**GRADING:**

- A+ ..... 94.5-100
- A ..... 89.5-94.4
- B+ ..... 84.5-89.4
- B ..... 79.5-84.4
- C+ ..... 74.5-79.4
- C ..... 69.5-74.4
- D+ ..... 64.5-69.4
- D ..... 59.5-64.4
- F ..... Less than 59.5

**MGT 511 Organizational Theory & Design**  
**Sections: 1 & 2**  
**Academic Year 2015/2016 (First Semester 151)**  
**Instructor: Dr. Abdulwahab S. Al-Gahtani**

DATE	CHAPTERS AND ACTIVITIES
<b>August 24-26</b>	Orientation & Introduction Chapter 1: Organizations and Organization Theory
<b>August 31</b>	<b><i>Team project and case analysis assignments(Q &amp;A)</i></b>
<b>August 31-Sept. 2</b>	Chapter 2: Strategy, Organization Design and Effectiveness
<b>Sept. 7-9</b>	Chapter 3: Fundamentals of Organization Structure
<b>Sept. 14-16</b>	Chapter 4: The External Environment .
<b>Sept. 16-30</b>	Chapter 5: Inter-organizational Relationships.
<b>Sept 17-29</b>	<b><i>Eid Al-Adha Break</i></b>
<b>Sept. 30-Oct. 7</b>	Chapter 6: Designing Organizations for International Environment
<b>Oct. 5 – Midterm #1</b>	<b>Chapter 1-4 (During class time)</b>
<b>Oct. 12-14</b>	Chapter 7: Manufacturing and Service Technologies
<b>Oct. 19-21</b>	Chapter 8: Information Technology and Control
<b>Oct. 26- 28</b>	Chapter 9: Organization Size, Life Cycle and Decline
<b>Nov. 2 – Midterm #2</b>	<b>Chapter 5-8 (During class time)</b>
<b>Nov. 4-9</b>	Chapter 10: Organizational Culture and Ethical Values.
<b>Nov. 9</b>	<b><i>Submission of Team Project</i></b>
<b>Nov.11-16</b>	Chapter 11: Innovation and Change.
<b>Nov. 18-23</b>	Chapter 12: Decision-Making Processes
<b>Nov. 25-30</b>	Chapter 13: Conflict, Power and Politics
<b>Dec. 2</b>	<b><i>Case presentations and submission (T1, T2, T3)</i></b>
<b>Dec. 7</b>	<b><i>Case presentations and submission (T4, T5, T6)</i></b>
<b>Dec. 9</b>	<b><i>Case presentations and submission of report (T7)</i></b>
<b>Final Exam</b>	<b><i>(Chapters 9-13)</i></b>

## *King Fahd University of Petroleum & Minerals*

### Academic Calendar 1436/1437H (2015-2016): First Semester (151)

Sun	8 Dhul Qaadah 1436	23 August 2015	REGISTRATION Confirmation thru Internet; <a href="http://portal.kfupm.edu.sa">http://portal.kfupm.edu.sa</a> <b>Classes begin</b>
Wed	11 Dhul Qaadah	26 August	Last day for late registration; Last day for adding courses
Thu	19 Dhul Qaadah	3 September	Last day for dropping course(s) without permanent record
Thu	4 Dhu al-Hijjah	17 September	Last day of classes before Id al-Adha Vacation
Tue	16 Dhu al-Hijjah	29 September	Classes resume
Tue	23 Dhu al-Hijjah	6 October	Midterm grade reports due in the Deanship thru Internet <a href="http://portal.kfupm.edu.sa">http://portal.kfupm.edu.sa</a> (2 weeks)
Thu	25 Dhu al-Hijjah	8 October	Last day for dropping course(s) with grade of "W" thru Internet <a href="http://portal.kfupm.edu.sa">http://portal.kfupm.edu.sa</a> *
Thu	23 Muharram 1437	5 November	Last day for withdrawal from <b>all courses</b> with grade of "W" thru the Univ Registrar Office*
Sun	26 Muharram	8 November	Beginning of Early Registration for the Second Semester, 2015-2016 (152); Beginning of registration for Coop
Thu	21 Safar	3 December	Last day for major exams; Last day for withdrawal from all courses with grade of "WP/WF" thru the University Registrar Office*
Mon	3 Rabi I	14 December	Last day of classes
Tue-Wed	4-5 Rabi I	15-16 December	Final exams preparation break
Thu-Tue	6-18 Rabi I	17-29 December	Final examinations
Wed	19 Rabi'I	30 December	Last day for faculty to submit grades to the Deanship (3:00 PM); Official Graduation Date
Sun	7 Rabi'II 1437	17 January 2016	Beginning of Coop

\* In case of withdrawal from all courses, "Clearance Form" from Student Affairs should be presented to the University Registrar Office along with the "Withdrawal Form".

U=15, M=15, T=15, W=15, R=15