هيئة تقويم التعليم والتدريب
Education & Training Evaluation Commission

T-104
2022

Course Specification

Course Title:	Organizational Development and Change
Course Code:	BA4606
Program:	BA Degree in Business Administration
Department:	Business Administration
College:	College of Business
Institution:	Umm Al-Qura University
Version:	2
Last Revision Date:	28/01/2023

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A. General information about the course:

Course Identification					
1. Credit hours:	4				
2. Course type					
a.	University ☐	College ☐	Department☒	Track☐	Others☐
b.	Required ☒	Elective☐			
3. Level/year at which this course is offered: Level 11					

Course Description

This course focuses on the principles of organizational design and development to achieve strategic goals and support organizational success. It examines the impact of change on organizational forms and deliberates the process of change through which adaptations are made to the ways in which structure, process and people work; the success of each is dependent on each other. It also examines the impact of change on working lives and the strategies for engaging employees and wider stakeholders in successful implementation. The unit also encourages reflection on the personal skills, techniques and behavior that support effective organizational design and development work

5. Pre-requirements for this course (if any):

6. Co- requirements for this course (if any):

On completion of this unit, learners will:

1. Understand the organization development process from a historical, theoretical and practical perspective.
2. Understand various organization development practices, models and approaches.

Understand the value of organization development interventions to business performance and productivity.

1. Teaching mode (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1.	Traditional classroom	32	80%
2.	E-learning		
3.	Hybrid • Traditional classroom • E-learning	8	20%
4.	Distance learning		

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Contact Hours (based on the academic semester)

No	Activity	Contact Hours
1.	Lectures	32
2.	Laboratory/Studio	
3.	Field	
4.	Tutorial	
5.	Others (specify) Elearning	8
	Total	40

B. Course Learning Outcomes (CLOs), Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Code of CLOs aligned with program	Teaching Strategies	Assessment Methods
1.0	Knowledge and understanding			
1.1	Understand the concepts and theories underpinning organizational design and development	K3	Class lectures Discussions	Written Test Assignments Class Participations
1.2	Compare different approaches to organizational development	K1	Lecture, Discussion	Written Test Assignments Class Participations

Code	Course Learning Outcomes	Code of CLOs aligned with program	Teaching Strategies	Assessment Methods
1.3	Interpret the implications of organization design and development for the creation of high-performance work systems	K4	Class lectures Discussions	Written Test Assignments Class Participations
2.0	Skills			
2.1	Appraise the contribution of cross-functional activity and stakeholder management in organizational design and development.	S2	Class lectures Discussions Group assignments	Assignments Class Participations
2.2	Discuss the challenges faced by practitioners when trying to adopt holistic approaches to organizational development	S3	Class lectures Discussions Group assignments	Assignments Class Participations
2.3	Examine the affective, behavioral and cognitive reactions to organizational change	S4	Class lectures Discussions Group assignments	Assignments Class Participations
3.0	Values, autonomy, and responsibility			
3.1	Manage how to work in groups	V2	Class lectures Discussions Group assignments	Assignments Class Participations
3.2	Demonstrate values of integrity and ethical behavior	V2	Class lectures Discussions Group assignments	Assignments Class Participations
3.3	Demonstrate Self-evaluation and accept criticism from others	V2	Class lectures Discussions Group assignments	Assignments Class Participations

C. Course Content

No	List of Topics	Contact Hours
1	What is OD? Its brief history	4
2	Theories and practices of OD: a theory overview	4
3	Theories and practices of OD: the OD cycle and the entry and contracting phase	2
4	Theories and practices of OD: the diagnostic phase	4
5	Theories and practices of OD: the intervention phase	4
6	Theories and practices of OD: the evaluation phase	4
7	The Organization Development practitioner	2
8	Power and politics in Organization Development	2
9	HR in relation to OD	2
10	Organization Design	2
11	Transformation and culture change	4
12	Building organizational agility and resilience	4
13	Developing effective leadership	2
Total		40

D. Students Assessment Activities

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Individual Assignment	Week 2, 5 & 7	%15
2	Quiz	Week 3	%5
3	Mid term	Week 8	%25
4	Group Project	Week 10	%15
5	Final exam	Week 13	%40
6			
7			
8			

***Assessment task** (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Learning Resources and Facilities

1. References and Learning Resources

Essential References	Cheung-Judge, M.Y. and Holbeche, L. (2021) Organization development: a practitioner's guide for OD and HR. 3rd ed. London: Kogan Page.
Supportive References	Marchington, M., Wilkinson, A., Donnelly, R. and Kynighou, A. (2020) Human resource management at work: the definitive guide. 7th ed. London: CIPD Kogan Page Anderson, D. L. (2019). Organization development: The process of leading organizational change (5th ed.). Thousand Oaks, CA: SAGE Publications, Inc. Burnes, B. (2017) Managing change. 7th ed. Harlow: Pearson Education
Electronic Materials	• Hughes, M. (2007) The tools and techniques of change management. Journal of Change Management. Vol 7, No 1. pp37-49 • Hughes, M. (2011) Do 70 per cent of all organizational change initiatives really fail? Journal of Change Management. Vol 11, No 4. pp451-464 • CIPD: https://www.cipd.co.uk/ • SHRM: https://www.shrm.org/ • Human Resources Available at: www.hrmagazine.co.uk/ • People Management Available at: www.peoplemanagement.co.uk • Personnel Today Available at: www.personneltoday.com/
Other Learning Materials	Case studies and material provided by the instructor

2. Required Facilities and equipment

Items	Resources
facilities (Classrooms, laboratories, exhibition rooms, simulation rooms, etc.)	Classroom, lab
Technology equipment (projector, smart board, software)	Data Show, Smart Board , , software
Other equipment (depending on the nature of the specialty)	None

F. Assessment of Course Quality

Assessment Areas/Issues	Assessor	Assessment Methods
Effectiveness of teaching	Chair, Students, External Stakeholders Department and quality committee	Open discussions with the students Anonymous surveys
Effectiveness of students assessment	Chair, Students, External Stakeholders Department and quality committee	Checking marking by the students themselves if it's possible Using the help of other members in reviewing the assignments/exams
Quality of learning resources	Chair, Students, External Stakeholders Department and quality committee	Review of course portfolios Instructor assessment by students
The extent to which CLOs have been achieved	Chair, Students, External Stakeholders Department and quality committee	Course specifications are periodically reviewed at the departmental level. Courses are updated periodically and compared to the benchmark standards.
Other		

Assessor (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify)

Assessment Methods (Direct, Indirect)

G. Specification Approval Data

COUNCIL /COMMITTEE	BA DEPARTMENT
REFERENCE NO.	
DATE	28/01/2023