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**BA 510: Advanced Organizational Behavior**  
**Spring 2025 – 2<sup>nd</sup> Bi-term**

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**Professor Dana M. Henson. PhD, CCP, SPHR, SHRM-SCP, GPHR**

**Class: Online**

**Contact Information**

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*Catalogue Description*

Contemporary theory and research on organizational structure and design that has relevance for practical problems of designing and managing organizations.

*Course Overview*

As leaders of organizations navigate the ever-changing landscape of the “new normal,” there is one constant – people are the most important asset. This course is about people in organizations, more specifically how management and leadership behaviors impact attitudes, behaviors, motivations, and performance of employees. We will focus in particular on employee participation, autonomy, and teamwork in the virtual or remote setting. Managers and non-managers alike must understand and adapt critical “people” skills to effectively perform in today’s increasingly digital and highly competitive business environment.

This course is experiential and applied. Course content is derived mostly from contemporary theory, research, and practice in management disciplines. Students will use course material to build self-awareness and mindfulness about leading and interacting with others, while also broadening skills in innovative problem solving and change techniques. Students are encouraged to stay abreast of changes in the business environment and to apply them to classroom topics through peer-to-peer discussion board participation.

*Course Objectives*

After completing this course, students will be able to:

- Discuss of the impact of organizational and group mechanisms and individual characteristics and mechanisms on outcomes in the workplace.
- Describe innovative problem-solving methodologies and facilitation techniques for solving problems in the workplace.

- Develop self-awareness in leading, managing, and coaching relationships in the workplace through an examination of personal, team, and organization culture, structures, and characteristics.

### *Course Materials*

Colquitt, J., LePine, J. & Wesson, M. (2023). *Organizational Behavior: Improving Performance and Commitment in the Workplace*, 8<sup>th</sup> edition. McGraw Hill.

Other readings will be provided online.

## **Course Requirements**

### Organizational Culture Project

Students may work independently or as part of a team for this project. Deliverables will include an assessment of organizational culture issues and gap analysis, an alignment analysis, and a path forward proposal for improvement. A required component will include integration of innovative problem-solving tools and change management strategies. Students may select his/her/their organization or may work from instructor-provided information. More details will be provided on Blackboard.

### Improving the Employee Experience Podcast Assignment

You will select and engage with a podcast (or book, your choice) within the broad topic of Improving the Employee Experience. Sample topics include motivating employees, enhancing job satisfaction, generational motivators, or managing workplace incivility. You will listen to or watch the podcast or read the book, identifying key insights, such as strategies for boosting morale, practical ways to improve job satisfaction, or methods to address uncivil behavior. You will create a concise video report, summarizing the podcast's main points, reflecting on their relevance to organizational behavior, and offering a personal takeaway or application to a workplace scenario. The video, to be posted on a class Discussion Board, blends your analysis with a professional yet engaging delivery to spark peer discussion.

### Emotional Intelligence Assignment

In this assignment, you will complete the EI DISC assessment (accessible via a Blackboard link) and review report information about your emotional intelligence across dimensions like self-awareness, self-regulation, empathy, and social skills. Following the assessment, you will work through an EI coaching packet, engaging in activities designed to enhance your EI competencies, such as identifying emotional triggers or practicing active listening. The assignment culminates in a reflection paper where you will address the coaching packet activities, share observations about your strengths and areas for growth, outline plans to apply EI skills in professional or personal contexts, and note any immediate results (if applicable). You will conclude your paper with key takeaways for future development, emphasizing how improved EI can enhance leadership and workplace relationships.

## AI, Digitalization, and Organizational Architecture: Applying a Change Model Assignment

You will explore how AI and digitalization reshape organizational architecture, requiring effective change management to ensure successful adoption. You will select a company or hypothetical scenario and apply a change management model, such as Kotter's 8-Step Process or Lewin's Change Model, to analyze the integration of AI-driven tools (e.g., automation, data analytics) and digital processes (e.g., cloud systems, remote workflows). Your analysis will cover an assessment of the current organizational structure, identification of areas for digital transformation, and a proposal for an evolved architecture that aligns with strategic goals. Using the chosen model, you will outline steps like building a vision for AI adoption, engaging stakeholders, addressing resistance, and embedding changes into the culture. Your conclusion will include reflections on challenges (e.g., skill gaps, cost) and benefits (e.g., efficiency, innovation), offering actionable insights for managing such transformations in a modern business context.

### Quizzes

We will have Weekly Quizzes that cover basic terminology and concepts for each of the major topics in our course.

### Discussion Board & Participation Policy:

Class participation is an important part of our course. I will offer asynchronous learning meetings that you may attend by livestreaming via our course Zoom Conferencing technology, or you may access the recording later.

There will also be opportunities to engage with other students through virtual team projects and meetings and through class discussion boards. You are expected to contribute to the Discussion Boards each week in the course in a meaningful way. I do not count words or number of posts. I am looking for your engagement with other students about the topic. If you are on the Discussion Board early in the week, pose relevant questions or provide related information as a contribution. If you are checking in mid-week, respond to other students and add to the discussion. If you are adding your thoughts near the end of the week, consider synthesizing information that has been posted to the site. Use the Discussion Board as you might in an in-class conversation. Use the tool to learn current information and generate new perspectives. Graduate classes, even in an online format, should allow you to network and connect with other student perspectives, experiences, and reflections. Please take advantage of the opportunities available for you to do that.

### **Course Grade Determination**

Grades for the course will be determined as follows:

895 points and above	= A
795 to 894 points	= B
695 to 794 points	= C
595 to 694 points	= D
Below 595 points	= F

## Technology and Technical Skill Requirements

- Students must be proficient in the use of computers, the Internet, browsers, Microsoft Office Word, and other common applications.
- Students must be able to use their WKU email, as well as the following tools in Blackboard Ultra: course messages, assignments, discussion board forums, tests, blogs, journals, wikis, and groups.
- Some courses may require Zoom or Teams for meetings.
- Adobe Acrobat Reader may be needed to read some files. This plug-in is available free. (URL: <https://get.adobe.com/reader/> )
- Students may be required to submit assignments as Microsoft Word documents (.docx), using the most recent Microsoft Office suite. Microsoft Office 365 is provided to WKU students free of charge at the following address:  
<https://td.wku.edu/TDClient/34/Portal/KB/ArticleDet?ID=12>
- Any other required software to complete assignments, take proctored tests, etc.

## Technology Assistance

If you have technical problems, please contact of the following:

- WKU Information Technology Services Helpdesk: <https://www.wku.edu/its/service-desk/> or call 270-745-7000
- Blackboard Student Support: <https://help.blackboard.com/Learn/Student>

## University Policies

### ADA Accommodations

In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center located in Downing Student Union, Room 1074. The SARC (Student Accessibility Resource Center) can be reached by phone at 270-745-5004 [270-745-3030 TTY] or via email at [sarc.connect@wku.edu](mailto:sarc.connect@wku.edu). Please do not request accommodation directly from the professor or instructor without a faculty notification letter (FNL) from The Student Accessibility Resource Center.

### Title IX/Harassment and Discrimination

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's Sex and Gender-Based Discrimination, Harassment, and Retaliation (#0.070) and Discrimination and Harassment Policy (#0.2040). Under these policies, discrimination, harassment and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Executive Director, Office of Institutional Equity/Title IX

Coordinator, Ena Demir, 270-745-6867 or Title IX Investigators or Michael Crowe, 270-745-5429. Please note that while you may report an incident of sex/gender-based discrimination, harassment and/or sexual misconduct to a faculty member, WKU faculty are “Responsible Employees” of the University and MUST report what you share to WKU’s Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU’s Counseling and Testing Center at 270-745-3159.

#### Full Use of Artificial Intelligence Permitted:

In this class you are free to use generative artificial intelligence (AI) tools on assignments and activities in this course. You will be able to use AI to support your work; however, assignments and activities are created in such a way that your creativity, critical analysis, and executive decision-making skills will be required. If you chose to utilize AI, you will be expected to properly document and cite this information. For this course, we will use (*Examples of citing AI are available at: <https://libguides.wku.edu/stylewrite/ai>.*) Examples of how to cite AI tools are available at <https://libguides.wku.edu/stylewrite/ai>.