

General information	Name, code and number of credits	EDU Organizational Behavior
	Department	Education
	Program (bachelor's, master's)	Bachelors
	Semester	Spring semester of the 2025–2026 academic year
	Subject teacher (s)	Farida Orujova
	E-mail:	faridaorujova@gwmail.gwu.edu/ farida.orujova@khazar.org
	Lecture room	-
	Advice hours	By appointment (online or in person)
Prerequisites		
Language of instruction	English	
Type of subject (compulsory/ elective)	Compulsory	
Resources	Required Reading Robbins, S. P., Judge, T. A., & Breward, K. E. (2018). <i>Essentials of organizational behaviour</i> (Canadian ed.). Pearson Canada. Fleming, Y. (2018). <i>Coaching</i>. Routledge. Elred, J. (2019). <i>Mentoring</i>. Routledge. Harvard Business Review. (n.d.). <i>Articles on mental health & wellbeing in organizations</i>. Harvard Business School Publishing. Recommended Reading Reynolds, M. (2020). <i>Coach the person, not the problem: A guide to using reflective coaching in wellbeing and personal development</i>. Routledge. Haddock-Millar, J., & Tom, S. (2021). <i>Coaching & mentoring for work-life balance: Stress and resilience in practice</i>. Routledge. Boyatzis, R. E., Smith, M. L., & Van Oosten, E. B. (2019). <i>Helping people change: Coaching with compassion for lifelong learning and growth</i>. Harvard Business Review Press. Additional readings, articles, PowerPoints, and videos (provided via the digital classroom).	

Course description	This course explores the fundamentals of human behaviour in organisations. It introduces conceptual frameworks, case studies, and applied activities to understand and analyse organisational dynamics at the individual, group, and organisational levels. Students will gain practical knowledge in motivation, leadership, communication, decision-making, culture, and organisational change to improve workplace effectiveness		
Course objectives	- Explore how human behaviour impacts organisational effectiveness. - Apply theories of motivation, learning, leadership, communication, and culture. - Develop analytical and teamwork skills to address organisational issues. - Equip students with decision-making and problem-solving strategies in organisational contexts.		
Learning outcomes	- Recognise and discuss perspectives of working culture in organisations. - Apply concepts of personality, perception, attitudes, and values to organisational settings. - Interpret group behaviour theories and apply them to teamwork situations. - Evaluate organisational performance and HR practices. - Distinguish between motivation theories and apply them to practical cases. - Demonstrate leadership, communication, and team-building skills. - Analyse how change, stress, power, and politics influence organisations		
Teaching methods	Guided discussions	Interactive Class Sessions	
	Group Discussions	Reflections	
	Presentations	Case Studies	
	Practical Assignments	Experiential Learning Activities	
Assessment	Components	Date/deadline	Percentage (%)
Class Attendance	Students must not miss more than 20% of class hours without official approval. Otherwise, participation in exams requires the Dean’s permission.	Weekly	10%
PowerPoint Presentation	Students will be assigned to groups and given topics to	21.04.2026	10%

Reflections/Quiz Mid-term Exam Final exam Total	present		
	Weekly reflections to be posted before each lecture	Throughout Semester	15%
	Covers the first part of the course (7 topics)	28.04.2026	30%
	Covers the second part of the course	29.05.2026	35%
			100%
Rules (Teaching policy and behaviour)	- Attendance: Students must not miss more than 20% of class hours without official approval. Otherwise, participation in exams requires Dean's permission. - Assignments: All tasks must be submitted on time. Late submissions may lead to a grade reduction or a zero. - Reflections / Practical assignments - Weekly reflections help students process course content, connect theory to personal experience, develop critical thinking, and track their learning progress throughout the semester. - Plagiarism: Any form of plagiarism will result in a grade of 0 and disciplinary action. Proper citations and references are mandatory. - Generative AI Use Policy Generative AI (GAI) tools may be used only in the following cases: 1. During the initial stage of developing the structure and outline of a project; 2. For brainstorming possible approaches, questions, or organisational examples, provided that the final analysis and arguments are developed independently by the student; 3. For grammatical and language editing of the student's own written work. The student must prepare the content of written reports, data analysis, interpretation of results, critical analysis, and conclusions independently. Students are responsible for the accuracy, originality, and academic integrity of their submitted work. The use of GAI tools in the preparation or delivery of presentations is not permitted.		

	Any use of GAI beyond the purposes specified above may be considered a violation of the course academic integrity requirements. If a violation of this policy is identified, the student may receive a verbal or written warning and may be required to resubmit the assignment. Repeated or serious violations may result in additional academic measures in accordance with university regulations. - Professional Conduct: Students are expected to contribute to a respectful and productive academic environment. Disruptive behaviour will not be tolerated. - Mid-term Exam: Covers the first part of the course (7 topics) (details and format will be announced in advance). - Final Exam: Covers the second part of the course (details and format will be announced in advance)
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Tentative schedule

Week	Date	Topics to be covered	Tasks/Resources
1.	17.02.2026	Introduction to OB: What is Organizational Behaviour? - Essentials of Organizational Behaviour (Stephen P. Robbins, Timothy A. Judge, Katherine E. Breward)	Ch. 1 – Defines OB and its importance at individual, group, and organizational levels.
2.	24.02.2026	Diversity in Organizations & Inclusion	Ch. 2 – Workforce diversity, discrimination, strategies for inclusion.
3.	03.03.2026	Attitudes & Job Satisfaction, Mental Health Awareness	Ch. 3 – Links between job satisfaction, attitudes, and workplace wellbeing.
4.	10.03.2026	Emotions & Moods	Ch. 4 – Emotional intelligence, affective events theory, stress and mood dynamics.
5.	17.03.2026	Personality & Values, Identity Formation	Ch. 5 – Personality traits, values, identity formation and workplace behavior.
6.	24.03.2026	Perception & Decision-Making	Ch. 6 – Biases, decision frameworks, and perception processes.
7	31.03.2026	Motivation Theories & Coaching	Ch. 7 – Motivation theories with integration of coaching for resilience.
8	07.04.2026	Foundations of Group Behaviour (Midterm Exam)	Ch. 9 – Group development, norms, and

			dynamics.
9	14.04.2026	Work Teams & Peer Mentoring Practices	Ch. 10 – Team effectiveness, collaboration, mentoring for teamwork.
10	21.04.2026	Communication & Feedback Culture	Ch. 11 – Communication models, barriers, and psychological safety.
11	28.04.2026	Leadership & Coaching Styles	Ch. 12 – Trait, behavioral, contingency approaches; coaching leadership. <i>Helping People Change</i> (Boyatzis et al.) – Emotional intelligence in leadership
12	05.05.2026	Power & Politics, Mentorship Ethics (Presentations due)	Ch. 13 – Organizational politics, influence, ethical mentoring. <i>Coaching & Mentoring for Work-Life Balance</i> (Haddock-Millar & Tom) – Stress & resilience
13	12.05.2026	Interactive Class Sessions	Ch. 15 – Organizational design, span of control, support systems.
14	19.05.2026	Organizational Culture & Mental Health at Work	Ch. 16 – Shared values, culture shaping wellbeing and mental health. Harvard Business Review Articles on Mental Health & Wellbeing in Organizations
15	26.05.2026	Organizational Change & Stress Management	Ch. 17 – Change management, resilience, coping strategies.
Final exam			