

General information	Name, code and number of credits	MGT410 Organizational Behavior, 6 ECTS
	Department	Education
	Program (bachelors, master)	Bachelors
	Semester	Fall semester of the 2026–2027 academic year
	Subject teacher(s)	Sevinj Babazade
	E-mail:	
	Lecture room	Nefchilar building
	Advice hours	By appointment (online or in person)
Prerequisites	EDU 101 Introduction to education	
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 worklife 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 behavior in organizations. It introduces conceptual frameworks, case studies, and applied activities to understand and analyze organizational dynamics at the individual, group, and organizational levels. Students will gain	

	practical knowledge in motivation, leadership, communication, decision-making, culture, and organizational change to improve workplace effectiveness.		
Course objectices	- Explore how human behavior impacts organizational effectiveness. - Apply theories of motivation, learning, leadership, communication, and culture. - Develop analytical and teamwork skills to address organizational issues. - Equip students with decision-making and problem-solving strategies in organizational contexts.		
Learning outcomes	- Recognize and discuss perspectives of working culture in organizations. - Apply concepts of personality, perception, attitudes, and values to organizational settings. - Interpret group behavior theories and apply them to teamwork situations. - Evaluate organizational performance and HR practices. - Distinguish between motivation theories and apply them to practical cases. - Demonstrate leadership, communication, and team-building skills. - Analyze how change, stress, power, and politics influence organizations.		
Teaching methods	Seminars	x	
	Group discussions-Reflections	x	
	Presentation-Case Studies	x	
	Practical assignments (Experiential Learning Activities)	x	
Assessment	Components	Date/deadline	Percentage (%)
	Class Attendance	Weekly	5
	Reflections/Quiz	Throughout Semester	15
	Mid-term Exam	07.11.2026	10
	PowerPoint Presentation	19.12.2026	30
	Final exam	January	40
	Total		100

Rules (Teaching policy and behavior)	-Attendance: Students must not miss more than 25% of class hours without official approval. Otherwise, participation in exams requires Dean's permission. PowerPoint Presentation-Students will be assigned into groups and given topics to presented. Reflections/Quiz Weekly reflections to be posted before each lecture.
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	-Assignments: All tasks must be submitted on time. Late submissions may lead to grade reduction or zero. - Reflections / Practical assignments - Weekly reflections are included to help students actively process course content, connect theory to personal experience, develop critical thinking, and track their own 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. -Professional Conduct: Students are expected to contribute to a respectful and productive academic environment. Disruptive behavior 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). Rules for the Use of Generative Artificial Intelligence Partial permission Students remain fully responsible for the accuracy, quality, and academic integrity of all submitted work. Students are permitted to use AI tools on a limited basis to support their learning and coursework. AI may be used for brainstorming, language improvement, and clarifying concepts, but it should not replace the student's own analysis and original work. Any substantial use of AI must be acknowledged when appropriate. Responsibility for non-compliance with the rules In Cases of Violation of the Rules Governing the Use of GAI. These measures may include the following: These measures may include a warning, a reduction in the grade for the relevant assignment, or a requirement to resubmit the work without unauthorized AI assistance. In more serious or repeated cases, the matter may be referred to the relevant academic authority in accordance with university regulations. The severity of the measure will depend on the nature and extent of the violation. Students are responsible for ensuring that their use of GAI complies with the requirements outlined in this syllabus.
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Tentative schedule			
Week	Date	Topics to be covered	Tasks/Resources
1.	19.09.2026	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.	26.09.2026	Diversity in Organizations & Inclusion	Ch. 2 – Workforce diversity, discrimination, strategies for inclusion.
3.	03.10.2026	Attitudes & Job Satisfaction, Mental Health Awareness	Ch. 3 – Links between job satisfaction, attitudes, and workplace wellbeing.
4.	10.10.2026	Emotions & Moods	Ch. 4 – Emotional intelligence, affective events theory, stress and mood dynamics. <i>Helping People Change</i> (Boyatzis et al.) – Emotional intelligence in leadership
5.	17.10.2026	Personality & Values, Identity Formation	Ch. 5 – Personality traits, values, identity formation and workplace behavior.

6.	24.10.2026	Perception & Decision-Making	Ch. 6 – Biases, decision frameworks, and perception processes.
7	31.10.2026	Motivation Theories & Coaching	Ch. 7 – Motivation theories with

			integration of coaching for resilience Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook). Management Pocketbooks pages 5-24
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Mid-term exam

8	07.11.2026	Foundations of Group Behaviour (Midterm Exam)	Ch. 9 – Group development, norms, and dynamics. Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook). Management Pocketbooks pages 25 -34
9	14.11.2026	Work Teams & Peer Mentoring Practices	Ch. 10 – Team effectiveness, collaboration, mentoring for teamwork. Alred, G., & Garvey, B. (2019). <i>The mentoring pocketbook pages 1-24</i>
10	21.11.2026	Communication & Feedback Culture	Ch. 11 – Communication models, barriers, and psychological safety. Alred, G., & Garvey, B. (2019). <i>The mentoring pocketbook pages 25 - 63</i>
11	28.11.2026	Leadership & Coaching Styles	Ch. 12 – Trait, behavioral, contingency approaches; coaching leadership. Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook). Pages 43- 70

12	05.12.2026	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	12.12.2026	Organizational Structure & Support Systems	Ch. 15 – Organizational design, span of control, support systems. Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook).pages 71 - 88
14	19.12.2026	PowerPoint Presentation	Ch. 16 – Shared values, culture shaping wellbeing and mental health. Harvard Business Review Articles on <i>Mental Health & Wellbeing in Organizations</i>
15	26.12.2026	Organizational Change & Stress Management	Ch. 17 – Change management, resilience, coping strategies. Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook). Pages 90-104
Final exam			