Identification	**Subject**	MGT410 Organizational Behavior, 6 ECTS	
	Department	Education	
	Program (Undergraduate, Graduate)	Undergraduate	
	Term	Fall 2026	
	Instructor	Huseyn Mahmudov	
	Email:	huseyn.mahmudov@khazar.org	
	Classroom/hours	203	
Prerequisites	EDU 101 Introduction to education		
Language	English		
Compulsory/Elective	Compulsory		
Textbooks and course materials	**Required Reading:** • *Organizational Behavior* by Stephen P. Robbins and Timothy A. Judge, 18th edition, © Pearson **Recommended Reading:** • *Leadership: Theory and Practice* by Peter G. Northouse, © Sage • *Thinking, Fast and Slow* by Daniel Kahneman, © Straus and Giroux • *The Hard Thing About Hard Things* by Ben Horowitz, © HarperBusiness • *Black Box Thinking* by Matthew Syed, © Penguin		
Course description	This course explores the fundamentals of human behaviour 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 objectives	• 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	**Case analysis**		x
	Group discussion		x
	Lecture		x
	Simulation		x
Evaluation Criteria	**Methods**	**Date/deadlines**	**Percentage (%)**
	Midterm Exam	**TBA**	25
	Quizzes		20

	Group Project		20
	Activity		0
	Attendance		10
	Final Exam	**TBA**	25
	Total		100

Class Policy

Attendance: Students must not miss more than 25% of class hours without official approval. Otherwise, participation in exams requires Dean's permission.

Group Project: Students will be assigned into groups and given topics to present.

Quiz/Cases: Periodic quizzes distributed in class and/or case study engagements.

Assignments: All tasks must be submitted on time. Late submissions may lead to grade reduction or zero.

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).

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.

Use of GenAI: Students may use Generative Artificial Intelligence (GenAI) tools for structuring and analysis purposes for in-class simulations, case studies, and group assignments. However, they should own the results and the output.

Tentative Schedule

Week	**Date/Day (tentative)**	**Topics**	**Textbook/Assignments**
1.	19.09.2026	Introduction to Organizational Behavior	*Organizational Behavior*, Robbins and Judge, Chapter 1
2.	26.09.2026	Organizational Structure, Experiential excercise 1	*Organizational Behavior*, Robbins and Judge, Chapter 15
3.	03.10.2026	Organizational Culture	*Organizational Behavior*, Robbins and Judge, Chapter 16
4.	10.10.2026	Case study (1) and/or Experiential exercise (2)	*Tony Hsieh at Zappos*, INSEAD Business School, 2016
5.	17.10.2026	Guest Speaker	
6.	24.10.2026	Teams and Group Behaviour	*Organizational Behavior*, Robbins and Judge, Chapter 9, 10
7.	31.10.2026	Attitudes, Emotions, and Perception	*Organizational Behavior*, Robbins and Judge, Chapter 3, 4, 6
		Midterm exam	

8	07.11.2026	Case study (2) and/or Experiential exercise (3)	*What Went Wrong with with Boeing's 737 Max?, Harvard Business Publishing, 2020*
9	14.11.2026	Personality and Motivation	*Organizational Behavior*, Robbins and Judge, Chapter 5, 7, 8
10	21.11.2026	Guest Speaker	
11	28.11.2026	Communication, Organizational Change	*Organizational Behavior*, Robbins and Judge, Chapter 11, 18
12	05.12.2026	Leadership	*Organizational Behavior*, Robbins and Judge, Chapter 12
13	12.12.2026	Case study (3) and/or Experiential exercise (4)	*Army Crew Team*, Harvard Business Publishing, 2003 *Ricardo Semler*, INSEAD Business School, 2014
14	19.12.2026	Power and Politics	*Organizational Behavior*, Robbins and Judge, Chapter 13
15	26.12.2026	Group Project Presentations	
		Final exam	