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|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>General information</b>                    | Name, code and number of credits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Organizational Behavior</b>                                               |
|                                               | Department                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Education                                                                    |
|                                               | Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Bachelor                                                                     |
|                                               | Semester                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Fall semester of the 2026-2027 academic year                                 |
|                                               | Subject teacher                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Vagif Fatullayev                                                             |
|                                               | E-mail:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <a href="mailto:vagif.fatullayev@khazar.org">vagif.fatullayev@khazar.org</a> |
|                                               | Phone number:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | +994 50 567 76 65                                                            |
|                                               | Lecture room                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Neftchiler building                                                          |
|                                               | Advice hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Available online by appointment                                              |
| <b>Prerequisites</b>                          | <b>EDU 101 Introduction to education</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                              |
| <b>Language of instruction</b>                | English                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                              |
| <b>Type of subject (compulsory/ elective)</b> | Compulsory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                              |
| <b>Resources</b>                              | <p><b>Core/reference reading materials:</b></p> <ul style="list-style-type: none"> <li>• Robbins, S. P., Coulter, M., &amp; DeCenzo, D. A. (2019). İdarəetmənin əsasları [Fundamentals of Management]. Baku: TEAS Press.</li> <li>• Harvard Business Review materials.</li> <li>• Black, J. S., Bright, D. S., Gardner, D. G., Hartmann, E., Lambert, J., &amp; L. M. L. (2020). Organizational behaviour. OpenStax.</li> <li>• Kaplan, L. S., &amp; Owings, W. A. (2017). Organizational behavior for school leadership. Routledge.</li> <li>• İsgəndərov, İ. (2013). Təşkilati davranış və menecment psixologiyası [Organizational behavior and management psychology]. Baku: Aypara Publishing. <a href="http://web2.anl.az:81/read/page.php?bibid=vtls000590926">http://web2.anl.az:81/read/page.php?bibid=vtls000590926</a></li> </ul> <p><b>Recommended online resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://scholar.google.com/">https://scholar.google.com/</a></li> <li>• <a href="https://journals.sagepub.com/">https://journals.sagepub.com/</a></li> <li>• <a href="https://journals.sagepub.com/home/ema">https://journals.sagepub.com/home/ema</a></li> <li>• <a href="https://eric.ed.gov/">https://eric.ed.gov/</a></li> <li>• <a href="https://dergipark.org.tr/tr/pub/kuey">https://dergipark.org.tr/tr/pub/kuey</a></li> <li>• <a href="https://www.scopus.com/">https://www.scopus.com/</a></li> <li>• <a href="https://www.researchgate.net/">https://www.researchgate.net/</a></li> <li>• <a href="https://as-journal.edu.az/">https://as-journal.edu.az/</a></li> <li>• <a href="https://openstax.org/">https://openstax.org/</a></li> <li>• <a href="https://hbr.org/">https://hbr.org/</a></li> </ul> <p><b>Note: Additional reading materials will be provided throughout the course.</b></p> |                                                                              |

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| <b>Course description</b> | This course examines the nature of organizational behavior and systematically analyzes the behavior of individuals, groups, and organizations in order to understand, predict, and improve individual behavior and organizational performance while taking environmental influences into account. It emphasizes four core purposes of organizational behavior: description (systematically describing how people behave in different work-related situations), understanding (explaining why individuals act as they do under particular conditions), prediction (anticipating likely behavior on the basis of professional knowledge and managerial judgment), and management (developing the ability to influence behavior at work and identify ways to improve effectiveness).                                                                                                                                                                                                                                                                    |                      |                       |
| <b>Course objectives</b>  | <ul style="list-style-type: none"> <li>• Develop an understanding of the purpose and scientific foundations of organizational behavior.</li> <li>• Analyze individual, group, and organizational behavior in relation to environmental influences and organizational performance.</li> <li>• Develop students' ability to describe, understand, predict, and manage behavior in organizations.</li> <li>• Apply concepts of systems, decision-making, motivation, leadership, teamwork, communication, conflict, ethics, culture, organizational learning, and change to educational organizations.</li> <li>• Strengthen practical problem-solving, critical analysis, planning, evaluation, ethical judgment, collaboration, and continuous professional learning.</li> </ul>                                                                                                                                                                                                                                                                      |                      |                       |
| <b>Learning outcomes</b>  | <ul style="list-style-type: none"> <li>• Formulate informed judgments about the main purpose and scientific foundations of organizational behavior.</li> <li>• Distinguish groups and their characteristics in organizations.</li> <li>• Explain behaviors that are effective in improving organizational and employee performance.</li> <li>• Interpret effective methods for managing conflicts and conducting negotiations in organizations.</li> <li>• Develop alternatives for solving problems that arise in organizations.</li> <li>• Explain the organization as a system and a social system, and evaluate the impact of individual, group, and environmental factors on management.</li> <li>• Explain decision-making, motivation, leadership, and team dynamics, and identify ways to improve performance and collaboration.</li> <li>• Evaluate the role of environmental and psychological factors in human resources, organizational culture, and growth mindset, and propose recommendations for sustainable development.</li> </ul> |                      |                       |
| <b>Teaching methods</b>   | Lectures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | +                    |                       |
|                           | Seminars                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | +                    |                       |
|                           | Group and pair work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | +                    |                       |
|                           | Case study analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | +                    |                       |
| <b>Assessment</b>         | <b>Components</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Date/deadline</b> | <b>Percentage (%)</b> |
|                           | Class attendance and active participation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                      | 10                    |
|                           | Independent assignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                      | 5                     |

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|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------|
|                                              | Group work                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             | 15                       |
|                                              | Mid-term exam                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             | 30                       |
|                                              | Final written examination                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                             | 40                       |
|                                              | <b>Total score</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             | <b>100</b>               |
| <b>Rules (Teaching policy and behaviour)</b> | <b>1. Attendance and participation</b><br>This class meets once a week, so every session is important. Students are expected to attend all classes, contribute actively to discussions and group work, and catch up on any missed material if absent. It is crucial to notice that absences affect your grade. <b>Missing 3 classes will result in a 1-point deduction from your class attendance grade.</b> Unexcused absences may lower your participation grade, since you miss both the content and the opportunity to earn participation points. |                             |                          |
|                                              | <b>2. Preparation and Engagement</b><br>Students are expected to complete assigned readings and other preparatory tasks before class. They should come prepared to discuss key ideas, ask questions, and contribute meaningfully to classroom activities.                                                                                                                                                                                                                                                                                             |                             |                          |
|                                              | <b>3. Assignments, Projects and Deadlines</b><br>All assignments and projects must be submitted by the stated deadline. Late submissions may receive a 1-point deduction for each day of delay, and work submitted more than one week late may not be accepted or graded unless prior approval has been granted.                                                                                                                                                                                                                                      |                             |                          |
|                                              | <b>4. Assessment and Examinations</b><br>Assessment may include assignments, projects, presentations, a midterm examination, and a final examination. Exams may contain short-answer, analytical, case-based, or open-ended questions and may assess both understanding and application of course concepts.                                                                                                                                                                                                                                           |                             |                          |
|                                              | <b>5. Academic Integrity and Use of AI</b><br>All submitted work must reflect the student’s own academic effort. Plagiarism, cheating, unauthorized collaboration, or other forms of academic dishonesty are subject to university regulations. All sources must be acknowledged appropriately. <b>Generative AI tools may be used when allowed, but students should clearly state when they have used them.</b>                                                                                                                                      |                             |                          |
|                                              | <b>6. Professional Conduct and Responsible Technology Use</b><br>Students are expected to communicate respectfully, cooperate constructively with peers, and maintain professional behaviour during classes and group activities. Digital devices should be used primarily for learning-related purposes and in a way that does not disrupt the learning environment.                                                                                                                                                                                 |                             |                          |
| <b>Tentative schedule</b>                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |                          |
| <b>Week</b>                                  | <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Topics to be covered</b> | <b>Tasks / Resources</b> |

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| 1. |  | Organizational Theories and Foundations of Organizational Thought | Kaplan & Owings (2017), Ch. 2, pp. 36-62 - classical and modern organizational theory; Follett, Mayo, Barnard, Simon, and early leadership perspectives.<br>İsgəndərov (2013), pp. 9-45 - foundations, history, models, and levels of analysis in organizational behavior. |
| 2. |  | Systems Approach to Organizations                                 | Kaplan & Owings (2017), Ch. 1, pp. 10-16 - evolving organizational perspectives and developing systems thinking.<br>OpenStax (Black et al., 2020), Ch. 1, pp. 7-34 - management, organizational behavior, and the organizational behavior model.                           |
| 3. |  | Educational Organizations as Social Systems                       | Kaplan & Owings (2017), Ch. 3, pp. 73-77 - leadership as a social and relational process and the Getzels-Guba model of organization.                                                                                                                                       |
| 4. |  | Organizational Learning                                           | Kaplan & Owings (2017), Ch. 5, pp. 142-163 - organizational change as organizational learning, learning within organizational culture, and complexity theory.<br>İsgəndərov (2013), pp. 44-73 - learning, behavior change, and learning theories in organizations.         |
| 5. |  | Group work                                                        | Group task: Apply the concepts from Weeks 1-4 to a case involving an educational organization.<br>Review: Kaplan & Owings (2017), Chs. 1-5, pp. 1-171.<br>Harvard Business Review materials provided by the instructor.                                                    |

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| 6.                   |  | Decision-Making                     | <p>Kaplan &amp; Owings (2017), Ch. 9, pp. 282-304 - decision-making in organizations, problem solving, rationality, and sensemaking.</p> <p>OpenStax (Black et al., 2020), Ch. 6, pp. 165-198 - managerial decision-making, barriers to effective decisions, and group decision-making.</p> <p>Robbins, Coulter &amp; DeCenzo (2019), "Foundations of Decision Making" - decision processes and managerial decision-making.</p> |
| 7.                   |  | Motivation in Organizations         | <p>Kaplan &amp; Owings (2017), Ch. 4, pp. 109-129 - employee needs, beliefs, goals, motivation, and performance.</p> <p>OpenStax (Black et al., 2020), Ch. 7, pp. 199-246 - content and process theories of work motivation.</p> <p>Robbins, Coulter &amp; DeCenzo (2019), "Motivating and Rewarding Employees" - motivation theories and managerial applications.</p>                                                          |
| 8.                   |  | Organizational Structure and Design | <p>OpenStax (Black et al., 2020), Ch. 16, pp. 516-522 - organizational structures and design.</p> <p>Robbins, Coulter &amp; DeCenzo (2019), "Organizational Structure and Design" - elements of structure, authority, departmentalization, and contemporary organizational designs.</p>                                                                                                                                         |
| <b>Mid-term exam</b> |  |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 9.                   |  | Teams and Group Dynamics            | <p>OpenStax (Black et al., 2020), Ch. 9, pp. 285-320 - work groups, roles, norms, cohesion, and intergroup relations.</p> <p>OpenStax (Black et al., 2020), Ch. 10, pp. 321-346 - team development, team effectiveness, diversity, and multicultural teams.</p> <p>Robbins, Coulter &amp; DeCenzo (2019), "Understanding Groups and Managing Work Teams" - group development and effective teams.</p>                           |

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| 10. |  | Communication in Organizational Management                 | <p>Kaplan &amp; Owings (2017), Ch. 7, pp. 212-237 - communication in organizations, key communication processes, and communication theories.</p> <p>OpenStax (Black et al., 2020), Ch. 11, pp. 347-372 - managerial communication, communication channels, and barriers.</p> <p>Robbins, Coulter &amp; DeCenzo (2019), "Managing Communication and Information" - communication processes and organizational information.</p> |
| 11. |  | Internal Organizational Conflicts and Relationships        | <p>Kaplan &amp; Owings (2017), Ch. 6, pp. 175-202 - organizational conflict, conflict theory, and the relationship between conflict and organizational effectiveness.</p> <p>OpenStax (Black et al., 2020), Ch. 14, pp. 445-476 - causes of conflict, conflict resolution, and negotiation.</p>                                                                                                                               |
| 12. |  | Organizational Behavior and Ethics                         | <p>Kaplan &amp; Owings (2017), Ch. 10, pp. 312-346 - ethical decision-making in organizations.</p> <p>OpenStax (Black et al., 2020), Ch. 2, pp. 48-51 - personal values, ethics, and ethical behavior in managerial actions.</p> <p>Harvard Business Review materials provided by the instructor.</p>                                                                                                                         |
| 13. |  | Organizational Environment, Climate, Culture and Artifacts | <p>OpenStax (Black et al., 2020), Ch. 15, pp. 477-514 - external and internal organizational environments, organizational design, and corporate culture.</p> <p>Kaplan &amp; Owings (2017), Ch. 5, pp. 150-158 - organizational culture, learning, and change.</p>                                                                                                                                                            |
| 14. |  | Group work                                                 | <p>Group task: Analyze an educational organization through the lenses of teams, communication, conflict, ethics, and organizational culture.</p> <p>Review: Kaplan &amp; Owings (2017), Chs. 6-10, pp. 172-346; OpenStax (Black et al., 2020), Chs. 9-15, pp. 285-514.</p> <p>Harvard Business Review materials provided by the instructor.</p>                                                                               |

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| 15.               |  | Final Discussion | <p>Final discussion of the course.</p> <p>Review: Kaplan &amp; Owings (2017), Chs. 1-10, pp. 1-346.</p> <p>OpenStax (Black et al., 2020), selected Chs. 1, 6, 7, 9-11, and 14-16.</p> |
| <b>Final exam</b> |  |                  |                                                                                                                                                                                       |