

General information	Name, code and number of credits	MGT410 Organizational Behavior, 6 ECTS
	Department	Education
	Program (bachelors, master)	Bachelors
	Semester	Fall semester of the 2025–2026 academic year
	Subject teacher(s)	Farida Orujova
	E-mail:	faridaorujova@gwmail.gwu.edu/ farida.orujova@khazar.org
	Lecture room	Narimanov 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	<p>Required Reading:</p> <p>-Robbins, S. P., Judge, T. A., & Breward, K. E. (2018). <i>Essentials of organizational behaviour</i> (Canadian ed.). Pearson Canada.</p> <p>-Fleming, Y. (2018). <i>Coaching</i>. Routledge.</p> <p>- Elred, J. (2019). <i>Mentoring</i>. Routledge.</p> <p>-Harvard Business Review. (n.d.). <i>Articles on mental health & wellbeing in organizations</i>. Harvard Business School Publishing.</p> <p>Recommended Reading:</p> <p>-Reynolds, M. (2020). <i>Coach the person, not the problem: A guide to using reflective coaching in wellbeing and personal development</i>. Routledge.</p> <p>-Haddock-Millar, J., & Tom, S. (2021). <i>Coaching & mentoring for work-life balance: Stress and resilience in practice</i>. Routledge.</p> <p>-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.</p> <p>Additional readings, articles, PowerPoints, and videos (provided via the digital classroom).</p>	
Course description	<p>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</p>	

	practical knowledge in motivation, leadership, communication, decision-making, culture, and organizational change to improve workplace effectiveness.		
Course objectices	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	10
	PowerPoint Presentation	01.12.2025	15
	Reflections/Quiz	Throughout Semester	15
	Mid-term Exam	03.11.2025	25
	Final exam	January	35
	Total		100
Rules (Teaching policy and behaviour)	<p>-Attendance: Students must not miss more than 25% of class hours without official approval. Otherwise, participation in exams requires Dean's permission.</p> <p>PowerPoint Presentation-Students will be assigned into groups and given topics to presented.</p> <p>Reflections/Quiz Weekly reflections to be posted before each lecture.</p>		

<p>-Assignments: All tasks must be submitted on time. Late submissions may lead to grade reduction or zero.</p> <p>- 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.</p> <p>-Plagiarism: Any form of plagiarism will result in a grade of 0 and disciplinary action. Proper citations and references are mandatory.</p> <p>-Professional Conduct: Students are expected to contribute to a respectful and productive academic environment. Disruptive behavior will not be tolerated.</p> <p>-Mid-term Exam: Covers the first part of the course (7 topics) (details and format will be announced in advance).</p> <p>-Final Exam: Covers the second part of the course (details and format will be announced in advance).</p>			
Tentative schedule			
Week	Date	Topics to be covered	Tasks/Resources
1.	15.09.2025	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.	22.09.2025	Diversity in Organizations & Inclusion	Ch. 2 – Workforce diversity, discrimination, strategies for inclusion.
3.	29.09.2025	Attitudes & Job Satisfaction, Mental Health Awareness	Ch. 3 – Links between job satisfaction, attitudes, and workplace wellbeing.
4.	06.10.2025	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.	13.10.2025	Personality & Values, Identity Formation	Ch. 5 – Personality traits, values, identity formation and workplace behavior.
6.	20.10.2025	Perception & Decision-Making	Ch. 6 – Biases, decision frameworks, and perception processes.
7	27.10.2025	Motivation Theories & Coaching	Ch. 7 – Motivation theories with

			<p>integration of coaching for resilience</p> <p>Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook). Management Pocketbooks pages 5-24</p>
Mid-term exam			
8	03.11.2025	Foundations of Group Behaviour (Midterm Exam)	<p>Ch. 9 – Group development, norms, and dynamics.</p> <p>Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook). Management Pocketbooks pages 25 -34</p>
9	10.11.2025	Work Teams & Peer Mentoring Practices	<p>Ch. 10 – Team effectiveness, collaboration, mentoring for teamwork.</p> <p>Alred, G., & Garvey, B. (2019). <i>The mentoring pocketbook pages 1-24</i></p>
10	17.11.2025	Communication & Feedback Culture	<p>Ch. 11 – Communication models, barriers, and psychological safety.</p> <p>Alred, G., & Garvey, B. (2019). <i>The mentoring pocketbook pages 25 - 63</i></p>
11	24.11.2025	Leadership & Coaching Styles	<p>Ch. 12 – Trait, behavioral, contingency approaches; coaching leadership.</p> <p>Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook). Pages 43- 70</p>
12	01.12.2025	Power & Politics, Mentorship Ethics (Presentations due)	<p>Ch. 13 – Organizational politics, influence, ethical mentoring.</p> <p><i>Coaching & Mentoring for Work-Life Balance</i> (Haddock-Millar & Tom) – Stress & resilience</p>
13	08.12.2025	Organizational Structure & Support Systems	<p>Ch. 15 – Organizational design, span of control, support systems.</p> <p>Fleming, I., & Taylor, A. J. D. (2018). <i>Coaching</i> (Coaching Pocketbook).pages 71 - 88</p>

14	15.12.2025	Organizational Culture & Mental Health at Work	Ch. 16 – Shared values, culture shaping wellbeing and mental health. Harvard Business Review Articles on <i>Mental Health & Wellbeing in Organizations</i>
15	22.12.2025	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			