



Syllabus Course Program



Organizational Behavior

Specialty

Specialization

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Educational program

Business administration (in English)

Level of education

Bachelor's level

Semester

6

Institute

Institute of Education and Science in Economics,
Management and International Business

Department

Department of Management (204)

Course type

Elective

Form of study

Full-time

Language of instruction

English

Lecturers and course developers



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PhD (Economics), Associate Professor of Management Department (NTU
"KhPI")

The experience of scientific and pedagogical work is more than 15 years. She is the author of more than 70 and educational works, including 11 teaching aids and textbooks, and 26 scientific articles.

Leading lecturer in the disciplines: Basics of management, Resource Management, Organizational behavior

[More about the lecturer on the department's website](#)

General information

Summary

The discipline "Organizational Behavior" aims to ensure that students master the specific techniques and tools for managing organizational behavior; formed skills and abilities to analyze group and intergroup dynamics in the organization.

Course objectives and goals

Mastering knowledge and practical skills on the formation of adaptation and development' system of employees in the organization. Developing a system of personnel evaluation, a system of values that support the mission of the organization and motivate employees to achieve it. Developing students' ability to think critically, work in a team and communicate.

Format of classes

Lectures, workshops, consultations, self-study. Final control is in the form of differentiated grading

Competencies

GC13. The appreciation and respect for diversity and multiculturalism.

SC11. The ability to create and manage effective communication in the process of management.

Learning outcomes

LO 03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO 15. To show the ability to act socially responsibly and socially consciously on the basis of ethical reasons (motives), respect for a variety, and interlevel of culture.

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 24 hours, Workshops - 24 hours, self-study - 72 hours

Course prerequisites

To successfully complete the course, you must have knowledge and practical skills in the following disciplines: "Fundamentals of Management", "Organizational Theory", "Human Resource Management"

Features of the course, teaching and learning methods, and technologies

Lectures are conducted interactively using multimedia technologies. Discussions, teamwork, case method, game method, calculation methods are used in practical classes. Study materials are available to students through OneDrive, Teams

Program of the course

Academic classes

Lectures

Topics of the lectures	Hours
Lesson 1. Topic 1. The concept of organizational behavior. Define organizational behavior (OB). Identify the major behavioral science disciplines that contribute to OB. Demonstrate why few absolutes apply to OB. Compare the three levels of analysis in the OB model.	2
Lesson 2. Topic 2. Foundations of Individual behavior. Diversity. Describe the two major forms of workplace diversity. Describe the role diversity plays in the interactions between people. Discuss the implications of cross-cultural matters for organizational behavior (OB). Describe how organizations manage diversity effectively.	2
Lesson 3. Topic 3. Personality. Describe personality, the way it is measured, and the factors that shape it. Describe how the situation affects whether personality predicts behavior. Demonstrate the relevance of intellectual and physical abilities to OB. Describe the differences between person–job fit and person– organization fit.	2
Lesson 4. Topic 4. Job Attitudes and Job Satisfaction. Contrast the three components of an attitude. summarize the main causes of job satisfaction. Identify four outcomes of job satisfaction. Identify four employee responses to job dissatisfaction.	2
Lesson 5. Topic 5. Emotions and moods Differentiate between emotions and moods. Identify the sources of emotions and moods. Show the impact emotional labor has on employees. Describe emotional intelligence. Identify strategies for emotion regulation.	2
Lesson 6. Topic 6. Motivation concepts.	2

Describe the three key elements of motivation. Describe the forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice. Describe how the contemporary theories of motivation complement one another.

Lesson 7. Topic 7. Foundations of group behavior. 2

Distinguish between the different types of groups. Demonstrate how norms exert influence on an individual's behavior. Show how status and size differences affect group performance. Describe how cohesion is related to group effectiveness. Contrast the strengths and weaknesses of group decision making.

Lesson 8. Topic 8. Leadership 2

Summarize the conclusions of trait theories of leadership. Describe the positive leadership styles and relationships. Discuss the roles of leaders in creating ethical organizations. Describe how leaders can have a positive impact on their organizations through building trust.

Lesson 9. Topic 9. Conflict and negotiation 2

Describe the three types of conflict and the three loci of conflict. Outline the conflict process. Apply the five steps of the negotiation process. Show how individual differences influence negotiations. Describe the social factors that influence negotiations.

Lesson 10. Topic 10. Foundations of motivation concepts. 2

Identify seven elements of an organization's structure. Describe the effects of downsizing on organizational structures and employees. Analyze the behavioral implications of different organizational designs.

Lesson 11. Topic 11. Organizational culture. 2

Common characteristics of organizational culture. The factors that create and sustain an organization's culture. The functional and dysfunctional effects of organizational culture on people and the organization.

Lesson 12. Topic 12. Human resource management. 2

Describe the leadership role of human resources (HR) in organizations. Sustainable HRM.

Total hours 24

Workshops

Topics for workshops/seminars	Hours	Weighting coefficients <i>a</i>
<p>Topic 1. Managing of deviant workforce behavior</p> <p>1. Meso- and macro-level explanations of deviance. 2. Crime and individuals: macro-level analysis. 3. Types of white-collar crimes. 4. The economic costs deviant behavior.</p>	2	0,10
<p>Topic 2. Deep-level diversity. Types of values.</p> <p>1. Terminal values. 2. Instrumental values. 3. Mean Value Rankings.</p>	2	0,10
<p>Topic 3. Theories of learning and schedules of reinforcement.</p> <p>1. Theories of learning. 2. Schedules of reinforcement.</p>	2	0,08
<p>Topic 4. Organizing of the feedback in organizational communication</p> <p>1. The role continuous feedback plays in successful performance management. 2. Behaviors that promote a constructive performance feedback session.</p>	2	0,08

3. Effective performance feedback.

Topic 5. Non-verbal communication 1. Posture and gestures. 2. Facial expressions. 3. Vocalizations.	2	0,08
Topic 6. Developing of employee recognition 1. Types of employee recognition. 2. Examples of recognition based on performance. 3. Recognition tips.	2	0,08
Topic 7. Creating effective teams. 1. Team task functions. 2. Team success factors. 3. Building teams.	2	0,08
Topic 8. Power tactics and political behavior 1. Bases of Power. 2. Factors contributing to political behavior.	2	0,08
Topic 9. Stress management 1. Warning signs of stress. 2. Burnout. 3. Stress management competency indicator tool.	2	0,08
Topic 10. Managing organizational changes 1. Lewin's Change Model. 2. A Systems Model of Change. 3. Kotter's Eight Steps for Leading Organizational Change. 4. Understanding and Managing Resistance to Change.	2	0,08
Topic 11. Creating, maintaining, and changing organizational culture 1. Creating of new culture. 2. Maintaining of existing organizational culture. 3. Changing organizational culture.	2	0,08
Topic 12. Engaging employees in the company's sustainability 1. Steps of engaging employees. 2. Building the sustainable plan.	2	0,08
Total hours	24	$\sum_{i=1}^n a_i = 1$

Laboratory classes

Laboratory classes within the course are not provided

Control works

Students are offered 5 questionnaires of 10 test questions per each, randomly generated from the proposed list. Each question contains only one correct answer.

Topics for control works

Weighting coefficients *b*

Quiz 1	0,2
Quiz 2	0,2
Quiz 3	0,2
Quiz 4	0,2

$$\sum_{i=1}^m b_i = 1$$

Self-study

Self-study includes processing of materials provided in independent study of specific issues (12 h), as well as completion of an individual assignments (54 h) and preparation for the final assessment (6 h).

Topics for self-study	Hours
Topic 1. Communication and teamwork. 1. Communication barriers in the workplace 2. The effects of technology on communication and teamwork 3. Cultural diversity and communication in global organizations 4. Decision-making processes in teams 5. Team training and development programs	2
Topic 2. Organizational culture and climate. 1. Organizational culture and innovation 2. Ethical climates in organizations 3. The impact of organizational culture on employee well-being 4. Measuring and assessing organizational culture 5. The impact of organizational climate on employee motivation and job satisfaction	2
Topic 3. Diversity and inclusion 1. Defining diversity and inclusion in the workplace 2. The business case for diversity and inclusion 3. Managing diversity and inclusion through leadership 4. The role of diversity and inclusion in employee retention 5. Strategies for developing and implementing effective diversity and inclusion initiatives	2
Topic 4. Employee well-being and work-life balance 1. The impact of work-life balance on employee well-being 2. Mental health in the workplace 3. Workplace wellness programs 4. The impact of job security on employee well-being 5. Developing effective work-life balance policies	2
Topic 5. Organizational change 1. Theories of organizational change 2. Managing resistance to change 3. The impact of technology on organizational change 4. The role of employee involvement in change management 5. Change management strategies for global organizations	2
Topic 6. Organizational ethics and corporate social responsibility 1. The importance of ethical behavior in organizations 2. The role of codes of ethics in organizations 3. The impact of corporate social responsibility on organizational performance 4. The impact of social media on organizational ethics 5. The role of stakeholders in promoting ethical behavior	2
Total hours	12

Individual assignment

An individual assignment must be fulfilled by preparing a written control work and delivering a 15 minutes, informative presentations on any chosen topic/ concept related to Organizational Behavior course. It consists of 8 sections.

Content of individual assignment

Section 1. Project description.

Section 2. Project planning.

Section 3. Analysis of the selected topic/concept.

Section 4. Analytical part of the project.

Section 5. Recommendations.

Section 6. Organizational and economic justification of the proposed recommendations.

Section 7. Writing a report.

Section 8. Presentation.

Total hours

54

Non-formal education

Non-formal education includes professional courses/training, civic education, online education, professional internships, etc. The recognition of learning outcomes acquired in non-formal education applies to both mandatory and elective academic courses/educational components. The elements of non-formal education recommended in the syllabus can be recognized through a simplified procedure without additional validation of the results (without creation of a subject committee).

Recommended training courses, internships

1. Organizational analysis <https://www.coursera.org/learn/organizational-analysis?action=enroll> - obtaining a certificate allows partial recognition of the course. To receive a final score, an individual assignment is required
2. Specialization "Organizational Leadership" <https://www.coursera.org/specializations/organizational-leadership> - obtaining a certificate allows partial recognition of the course. To receive a final score, an individual assignment is required
3. Organizational Behavior and Management https://alison.com/course/organizational-behavior-and-management?utm_source=google&utm_medium=cpc&utm_campaign=Demand-Gen-Low-ROI-Countries&gad_source=1&gad_campaignid=22005425231&gbraid=0AAAAADt7cD3Lfc5cBmt00xiPBy3kbO1HQ&gclid=CjwKCAiAwNDMBhBfEiwAd7ti1Npqx5XL62W3UwGtQby73lQUPnKF_uFOqyHL1jSKudTxcUnax-XaqhoC3mEQAvD_BwE#google_vignette - obtaining a certificate allows partial recognition of the course. To receive a final score, an individual assignment is required

Literature, training materials, and information resources

Main literature

1. Stephen, R. P., Judge, T. A. (2024). Organizational behavior, 19 edition. Pearson Education, Inc. URL: [http://121.121.140.173:8887/filessharing/kohasharedfolders/Organizational%20Behavior,%20Global%20Edition%20\(Stephen%20Robbins,%20Timothy%20Judge\)%20\(2024\).pdf](http://121.121.140.173:8887/filessharing/kohasharedfolders/Organizational%20Behavior,%20Global%20Edition%20(Stephen%20Robbins,%20Timothy%20Judge)%20(2024).pdf) (дата звернення 10.01.2025)
2. Organizational Behavior. (2019). OpenStax, Rice University. URL: https://assets.openstax.org/oscms-prodcms/media/documents/OrganizationalBehavior-OP_TtwWlEQ.pdf (дата звернення 10.01.2025)
3. Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational behavior by Pearson 18e. Pearson Education India. URL: <https://www.worldsupporter.org/en/chapter/39178-summary-organizational-behavior-robbins-judge> (дата звернення 10.01.2025)

4. Nahavandi, A. M., Denhardt, R., & Aristigueta, M. P. (2020). Organizational Behavior. USA: Sage Publication URL: https://www.du.ac.in/uploads/new-web/29122022_Appendix-122.pdf (дата звернення 10.01.2025)
5. Свидрук І.І., Турянський Ю.І., Миронов Ю.Б. Організаційна поведінка Підручник. Львів: Видавництво Львівського торговельно-економічного університету, 2022. 352 с.
6. Менеджмент: організаційна ефективність : Навчальний посібник / Н.М. Шматько, М.В. Кармінська-Белоброва, О.В. Замула та ін. – Харків: НТУ «ХПІ», 2024. – 280 с.

Additional materials

1. Organizational Behavior: Definition, Importance. URL: <https://www.iedunote.com/organizational-behavior#10-4-approaches-to-organizational-behavior-studies> (дата звернення 10.01.2025)
2. Сазонова Т. О. Курченко А. Д. Заліпа Т. М. Особливості управління поведінкою персоналу в сучасних умовах Міжнародні економічні відносини та світове господарство. 2022. Випуск 42 URL: http://www.visnyk-econom.uzhnu.uz.ua/archive/42_2022ua/24.pdf (дата звернення 10.01.2025)
3. Marko Divjak. How to enhance the Employee Well-Being at work. International Journal of Management. 2021 10, 109-114. URL: https://www.researchgate.net/publication/354040272_How_to_Enhance_the_Employee_Well-Being_at_Work (дата звернення 10.01.2025)
4. Замула О.В., Замула О.О., Угрімова І.В. Управління персоналом підприємства на засадах концепції сталого розвитку в контексті інклюзивного працевлаштування. Вісник Національного технічного університету «Харківський політехнічний інститут» (економічні науки). X.: НТУ «ХПІ». 2023. №2. С. 83-86.
5. Herbert, A. Simon, A. (1955). Behavioral Model of Rational Choice Authors. The Quarterly Journal of Economics, 69(1), 99-118. Retrieved from <https://www.suz.uzh.ch/dam/jcr:ffffff-fad3-547b-ffff-ffff0bf4572/10.18-simon-55.pdf> (дата звернення 10.01.2025)
6. Evans Mwiti Ochieng. A Study of the History, Functions, Roles, and Challenges of Human Resources Management. Journal of Enterprise and Business Intelligence. 2023. 3(1). P. 54-64.

Grading system

The final grade for the educational component is determined by the lecturer and is based on topics, types of activities, etc., in accordance with the syllabus. It is an integrated assessment of the results of all types of student learning activities. The final grade should reflect all the grades for the different parts of the educational process, taking into account their weighting coefficients k :

Continuous assessment (during workshops) k_1	Control works, k_2	Individual assignment, k_3	Final assessment k_4
0,1	0,4	0,4	0,1

The sum of the coefficients must be equal to one: $k_1 + k_2 + k_3 + k_4 = 1$. The weighting coefficients for the final assessment are decided by the course developer.

The final grade is calculated using the following formula:

$$G = C \cdot k_1 + K \cdot k_2 + I \cdot k_3 + E \cdot k_4$$

where: C – weighted average score for the continuous assessment
 I – individual assignment grade
 K – weighted average score for the continuous assessment
 E – final assessment (exam) grade

$$C = \frac{C_1 \cdot a_1 + C_2 \cdot a_2 + \dots + C_n \cdot a_n}{\sum_{i=1}^n a_i}$$

where: a_i – weighting coefficient for each workshop.

$$K = \frac{K_1 \cdot b_1 + K_2 \cdot b_2 + \dots + K_m \cdot b_m}{\sum_{i=1}^m b_i}$$

where: b_i - weighting coefficient for each control work.

The assessments for each component (C, K, I, etc.) are based on a 100-point scale in line with the provisions of the "Criteria and System for Assessing Knowledge and Skills, and Rating of Higher Education Students" of the National Technical University "Kharkiv Polytechnic Institute."

The final grade is finalized as the calculated value of G , rounded up to the nearest integer.

Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

Students must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

Approval

Approved by

30.08.2025



Head of the department
Nataliia SHMATKO