

Ministry of Education and Science of Ukraine
V.N. Karazin Kharkiv National University
Department of International Economic Relations and Logistics

"I APPROVE"

Director of the Educational and
Scientific Institute "Karazin
Institute of International
Relations and Tourism
Business"

Mykola PYSAREVSKY



"27" August 2024

WORK PROGRAM OF THE ACADEMIC DISCIPLINE

« ORGANIZATIONAL BEHAVIOR »

higher education level: third (educational and scientific)

field of knowledge: C Social sciences, journalism, information and
international relations

specialty C1 Economics and international economic relations (by specialization)

educational and scientific program International economic relations

specialization C1.02. International economic relations

type of discipline: elective

National Research Institute "Karazin Institute of International Relations and
Tourism Business"

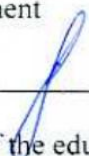
2026/2027 academic year

The program is recommended for approval by the Academic Council of the Karazin Institute of International Relations and Tourism Business
August 27, 2026, Protocol No. 1

PROGRAM DEVELOPER: Anna ZAITSEVA, Doctor of Economic Sciences, Associate Professor, Professor of the Department of International Economic Relations and Logistics, V. N. Karazin KhNU

The program was approved at the meeting of the Department of International Economic Relations and Logistics
Protocol No. 1 dated August 26, 2026

Head of the Department


_____ Anna ZAYTSEVA

The program was agreed with the guarantor of the educational and scientific program "International Economic Relations" for the third (educational and scientific) level of higher education

Guarantor of the educational and scientific program
"International Economic Relations" for the third
(educational and scientific) level of higher education


_____ Olena DOVGAL

The program was approved by the scientific and methodological commission of the Educational and Scientific Institute "Karazin Institute of International Relations and Tourism Business"
Protocol No. 1 dated August 26, 2026

Chairman of the scientific and methodological
commission


_____ Hanna PANASENKO

INTRODUCTION

The syllabus of the training course "Organizational Behavior" is compiled in accordance with the training program for the third (educational-scientific) level of higher education in the field of knowledge C Social sciences, journalism, information, and international relations, specialty C1 Economics and international economic relations (by specializations), specialization C1.02. International economic relations.

1. DESCRIPTION OF POSTGRADUATE PRACTICE

1.1. Goal of teaching the course: to form a system of knowledge and practical skills among higher education applicants necessary for understanding the behavioral patterns of individuals and groups within an organization or institution, as well as for effective human resource management to increase the overall performance of the organization, company, or institution.

1.2. Main tasks of studying the course: shaping and developing motivational mechanisms and methods of influencing the labor behavior of personnel; mastering the principles of effective communication in organizations and overcoming communication barriers; developing skills to manage conflicts and stress in the workplace; assimilating approaches to leadership and team management, forming skills for creating effective working groups; studying the role of organizational culture and its impact on employee behavior.

1.3. Number of ECTS credits: 3

1.4. Total number of hours: 90

1.5. Characteristics of the academic discipline for training
Elective
Full-time form of study
Year of training
2nd
Semester
3rd
Lectures
12 hours
Practical, seminar classes
24 hours
Independent work
54 hours
Individual tasks
-

1.6. List of competencies that the discipline contributes to:

- general competencies:

GC 04. Ability to solve complex problems based on a systematic scientific worldview, professional ethics and general cultural outlook

- special competencies:

SC02. Ability to generate new ideas regarding the development of the theory and practice of international economic relations.

SC03. Ability to integrate knowledge from various fields, apply a systems approach, and consider non-economic aspects when solving complex problems in international economic relations and conducting research.

SC07. Ability to apply modern digital technologies, databases, and other electronic resources, as well as specialized software, in scientific and educational activities within the field of international economic relations.

1.7. Planned learning outcomes, the formation of which is facilitated by discipline:

LO02. To think critically, generalize, and analyze studied phenomena and problems; to make effective decisions based on modern decision-making methods, logical arguments, and verified facts under conditions of limited time and resources.

LO03. To apply modern tools and technologies for searching, processing, and analyzing information, including statistical methods for analyzing large volumes of data and/or complex structures, specialized databases, and information systems.

1.8. Prerequisites for study: Global Challenges in the System of International Economic Relations, Features of World Integration Processes, Economic and Mathematical Modeling of Global Economic Phenomena.

2. THEMATIC PLAN OF THE ACADEMIC DISCIPLINE

Topic 1. Theoretical and Methodological Foundations of Organizational Behavior

Evolution of scientific approaches to studying behavior in an organization. Paradigms and modern research schools. Organization as a social system: individual – group – organization – environment. Methodological tools for researching organizational behavior.

Topic 2. Individual Behavior in an Organization

Personality and its traits that influence labor and scientific activities. Motivational theories (classical and modern concepts). Psychology of perception, attribution, and decision-making. Behavioral deviations and dysfunction in organizations.

Topic 3. Group Dynamics and Communication

Formation and development of small groups and teams. Mechanisms of group influence (norms, roles, statuses). Socio-psychological climate and its measurement. Organizational communications: formal, informal, and digital.

Topic 4. Leadership and Power in an Organization

Theories and styles of leadership. Leadership in complex and transformational conditions. Power, influence, and politics in an organization. Leadership in the context of innovation and digital transformation.

Topic 5. Organizational Culture and Changes

Concepts of organizational culture and its typology. Cross-cultural aspects of behavior in international organizations. Managing organizational changes and resistance to change. Role of HR strategies in culture shaping.

Topic 6. Modern Challenges and Trends in Organizational Behavior

Strategies for managing behavior under globalization and digitalization. Organizational behavior in virtual teams and remote work. Stress management and employees' well-being. Ethics and social responsibility in people management.

3. STRUCTURE OF THE COURSE

Topic names	Number of hours			
	total	including		
		l	s	ind
Topic 1. Theoretical/Methodological Foundations	15	2	4	9
Topic 2. Individual Behavior in an Organization	15	2	4	9
Topic 3. Group Dynamics and Communication	15	2	4	9
Topic 4. Leadership and Power in an Organization	15	2	4	9
Topic 5. Organizational Culture and Changes	15	2	4	9
Topic 6. Modern Challenges and Trends	15	2	4	9
Total Hours	90	12	24	54

4. TOPICS OF PRACTICAL CLASSES

№ з/п	Topic names	Number of hours
1	Topic 1. Theoretical and Methodological Foundations of Organizational Behavior	4
2	Topic 2. Individual Behavior in an Organization	4
3	Topic 3. Group Dynamics and Communication	4
4	Topic 4. Leadership and Power in an Organization	4
5	Topic 5. Organizational Culture and Changes	4
6	Topic 6. Modern Challenges and Trends in Organizational Behavior	4
	Total hours	24

5. ASSIGNMENTS FOR INDEPENDENT WORK

№	Types, content of independent work	Number of hours
1.	Type: Extramural / Out-of-class. Content: Compile a comparative characterization of scientific approaches to the study of behavior in organizations.	9
2.	Type: Extramural / Out-of-class. Content: Write an essay on the topic: "The impact of a leader's personality traits on the effectiveness of managerial activity."	9
3.	Type: Extramural / Out-of-class. Content: Analyze examples from personal experience or professional practice (or a case study): why do different employees react differently to identical stimuli?	9
4.	Type: Extramural / Out-of-class. Content: Draw up an individual profile of personal strengths and weaknesses using the SWOT analysis methodology for individuals.	9
5.	Type: Extramural / Out-of-class. Content: Prepare an analytical note: "Advantages and risks of working in small groups compared to individual performance."	9
6.	Type: Extramural / Out-of-class. Content: Write an essay on the topic: "Challenges of personnel management in virtual teams."	9
	Total hours	54

6. INDIVIDUAL TASKS

Not provided for in the curriculum.

7. TEACHING METHODS

When conducting the types of classes specified in the plan, the following methods are used: <https://translate.google.com/?hl=ru&tab=TT&authuser=0>

1. When presenting educational material:

- verbal (conversation, explanation, story, instruction);
- visual (illustration, demonstration, independent observation);
- practical (exercises, practical work, research work).

2. By the organizational nature of learning:

- methods of organizing and implementing educational and cognitive activities;
- methods of stimulating and motivating educational and cognitive activities;
- methods of control and self-control in learning;
- binary (combination of theoretical, visual, practical) teaching methods.

3. By the logic of perception and assimilation of educational material: inductive-deductive, reproductive, pragmatic, research, problem-based, etc.

8. CONTROL METHODS

The mastery of the topic (current control) is controlled in seminar classes in accordance with specific goals, intermediate control - in seminar final classes or by performing practical tasks on course topics.

The following means of diagnosing the level of training of postgraduate students are used: performing practical tasks on course topics; written form of the test.

The final semester control is carried out during the test. The total number of points for the successful completion of the test tasks is 40. Completion time is up to 80 minutes.

The content of the test task and evaluation of answers on the test: 2 theoretical questions - 20 points each.

In case of using prohibited sources on the test, the postgraduate student leaves the classroom at the request of the teacher and receives a total score of zero (0).

9. SCORING SCHEME

Current control, independent work, individual tasks								Total	credit work	Sum
T1	T2	T3	T4	T5	T6			60	40 (20 points for two questions))	100
10	10	10	10	10	10					
10 points for completing tasks on 1-6 topics and 6 points										

A postgraduate student is admitted to the final control if, according to the results of the current control, he scored at least 30 points.

Criteria for evaluating answers during the current control:

- 2 points - the answer is correct, complete, consistent, logical; the postgraduate student confidently owns the theoretical and factual material from the entire course, is able to apply it to specific tasks, is clearly oriented in the material, analyzes cause-and-effect relationships, is able to identify trends, and determine prospects.
- 1 point - the answer is correct, but incomplete, inconsistent, the postgraduate student is uncertainly owning the theoretical and factual material from the entire course, is unable to apply it to specific tasks, is unclearly oriented in the material.
- 0 points - the answer is missing or does not correspond to the content of the task.

Criteria for evaluating answers during the final control:

- 15-20 points - the answer is correct, complete, consistent, logical; the postgraduate student confidently possesses theoretical and factual material from the entire course, is able to apply it to specific tasks, is clearly oriented in the material, analyzes cause-and-effect relationships, is able to identify trends, and determine prospects; the postgraduate student has the skills to use factual material and skillfully applies it in answers; gives answers to theoretical questions using the appropriate terminology, while allowing 1-2 minor errors in the factual material.
- 10-15 points - the answer is correct, consistent, logical, but the postgraduate student allows individual minor omissions of theoretical factual material in the presentation, is able to apply it to specific tasks, in some cases vaguely formulates generally correct answers, is oriented in the material; the postgraduate student has the skills to use factual material.
- 5-10 points – the postgraduate student does not possess most of the theoretical and factual material, makes significant omissions in the answer, is not confident in the regulatory framework, theoretical principles, is unable to apply the acquired knowledge in an integrated manner to analyze specific situations, incorrectly formulates the main theoretical provisions and cause-and-effect relationships.
- 1-5 points – the postgraduate student demonstrates ignorance of most of the theoretical and factual material; the answer does not reveal the questions or tasks posed; makes gross errors.
- 0 points – the answer is missing or does not correspond to the content of the task.

The evaluation criteria for all types of tasks (current and final control) are given in the relevant sections of the distance learning course:

<https://moodle.karazin.ua/course/view.php?id=18806>

Assessment scale

Total points for all types of learning activities during the semester	Rating for a four-level rating scale
90 – 100	passed
70 – 89	
50 – 69	
1 – 49	not passed

Use of artificial intelligence (AI) technologies

When studying the academic discipline, the use of artificial intelligence (AI) technologies is carried out in accordance with the Policy on the Use of Artificial Intelligence Technologies of the V. N. Karazin Kharkiv National University.

The following models of AI use are used within the discipline:

1. The “AI is prohibited” model. The use of artificial intelligence technologies is not allowed during control measures aimed at checking individual knowledge and the formation of competencies of the student, in particular: oral interview, modular control works, exam (credit), unless otherwise specified by the teacher, other types of assessment for which the teacher has established restrictions on the use of AI.

2. The “AI as an assistant” model. When preparing for practical classes, performing individual tasks, essays, analytical reviews and other written work, it is allowed to use AI for: searching and systematizing information, selecting and primary analyzing scientific sources, explaining complex concepts, improving the structure of the text, checking grammar, style and design, generating ideas, a work plan or examples. The final text of the work, conclusions, analysis, interpretation of results and decisions made must be prepared independently by the student.

3. The “AI as a tool” model. For certain laboratory, practical, project or research works, the use of artificial intelligence technologies may be a mandatory component of the task. In such cases, students can use generative AI models for: analyzing and preparing data, generating, analyzing

and optimizing program code, comparing the results of different AI models, creating visualizations, diagrams or images, analyzing large data sets. conducting experiments using modern artificial intelligence tools. All results obtained using AI are subject to critical analysis, verification and refinement by the student.

Declaration of the use of AI. In the case of using artificial intelligence technologies, the student is obliged to indicate: the name of the service or AI model; date of use; nature of assistance (idea generation, information search, data analysis, code generation, text editing, etc.).

At the request of the teacher, the student must provide the prompts used or explain the method of using AI tools.

Undeclared use of artificial intelligence technologies or submission of AI-generated material as their own result of educational activities is considered a violation of the principles of academic integrity in accordance with the internal regulatory documents of the University.

Enrollment of non-formal education

Students can receive additional points for successfully completing distance courses or trainings on leading educational platforms that are thematically related to the content of the discipline and correlate with the total number of credits.

Examples of relevant non-formal education may include:

- online courses (Coursera, Prometheus, etc.) on topics relevant to the content of the academic discipline;
- participation in certified trainings and seminars on topics relevant to the content of the academic discipline;
- certified programs on topics relevant to the content of the academic discipline, conducted by international organizations or universities.

Enrollment requirements:

- The applicant must provide the teacher with an official document (certificate or diploma) confirming the successful completion of the course.
- The course must be agreed with the teacher. It is recommended to discuss the choice of course in advance.

Each application is considered individually. The procedure for recognizing the results of non-formal education is carried out in accordance with the Procedure for recognizing the results of learning obtained in non-formal education at V.N. Karazin Kharkiv National University. The decision is made by the scientific and methodological commission of the Karazin Institute of International Relations and Tourism Business on the basis of the submitted package of documents from the applicant.

10. RECOMMENDED LITERATURE

Basic literature

1. Zaitseva A.S. Distance learning course in Organizational Behavior: karazin.ua <https://moodle.karazin.ua/course/view.php?id=18806>
2. Robbins S. P., Judge T. A. Organizational Behavior. — 18th ed. — Pearson, 2023.
3. Kreitner R., Kinicki A. Organizational Behavior. — 11th ed. — McGraw-Hill, 2021.
4. Ivancevich J., Konopaske R., Matteson M. Organizational Behavior and Management. — 11th ed. — McGraw-Hill, 2019.
5. Kolot A. M. Organizational Behavior: textbook. — Kyiv: KNEU, 2022.
6. Zavadskyi Y. S., Osovska H. V., Yushkevych O. O. Organizational Behavior: textbook. — Kyiv: Center for Educational Literature, 2019.
7. Doronina M. S. Organizational Behavior. — Kharkiv: KhNEU named after S. Kuznets, 2020.

Additional literature

1. Yukl G. Leadership in Organizations. — 9th ed. — Pearson, 2020.
2. Northouse P. Leadership: Theory and Practice. — 9th ed. — Sage, 2022.
3. Schein E. H., Schein P. Organizational Culture and Leadership. — 5th ed. — Wiley, 2021.

11. LINKS TO INFORMATION RESOURCES ON THE INTERNET, OTHER METHODOLOGICAL SUPPORT

1. Journal of Organizational Behavior (Wiley) link : wiley.com
2. Frontiers in Psychology – Organizational Psychology link : frontiersin.org
3. The Leadership Quarterly (Elsevier) link : sciencedirect.com
4. Academy of Management Journal.link : <https://www.aom.org/>
5. Society for Human Resource Management (SHRM) link : <https://www.shrm.org/>
6. Chartered Institute of Personnel and Development (CIPD, UK) link : cipd.org