Education Institution
«Belarusian State Pedagogical University named after Maxim Tank»

APPROVED
Vice-Rector for Academic Affairs
_____ A. V. Makovchik
_____ 2023
Registration No. УД-03-521-2023/уч

PSYCHOLOGY OF MANAGEMENT

Academic programme of the higher education institution for the specialty 7-06-0114-02 Educational Management

2023

The academic programme is developed in accordance with the advanced higher education standard for the specialty 7-06-0114-02 Educational Management and the curriculum for the specialty 7-06-0114-02 Educational Management No. 120-2023/ya as of 21.06.2023

COMPILED BY:
S.Ya. Ermolich, PhD in Education, Associate Professor of the Department of Social Work of the education institution "Belarusian State Pedagogical University named after Maxim Tank", Associate Professor

REVIEWED BY:
E.A. Basharkina, PhD in Education, Associate Professor of the Department of Pedagogy of the education institution "Mogilev State University named after A. Kuleshov", Associate Professor;

E.V. Bondarchuk, PhD in Art Education, Head of the Department of Developmental and Educational Psychology of the education institution «Belarusian State Pedagogical University named after Maxim Tank», Associate Professor

RECOMMENDED FOR APPROVAL BY:
The Department of Pedagogy of the Faculty of Social and Pedagogical Technologies, BSPU
(Minutes No.13 as of 21.04.2023)

Head of the Department _____ S.N.Sirenko

Scientific and Methodological Council of the education institution «Belarusian State Pedagogical University named after Maxim Tank»
(Minutes No. 7 as of 11.07 2023)

The format of the programme and accompanying materials corresponds to the current requirements of the Ministry of Education of the Republic of Belarus

Methodologist of the Master's Studies Department _____ A.M.Kondybailo

EXPLANATORY NOTE

The goal of the discipline "Psychology of Management" is to reveal the theoretical and methodological foundations of management psychology, to form a systemic understanding of the psychological aspects of the management process and to increase, on this basis, the effectiveness of structuring business relations and future professional activities.

The objectives of the discipline are to master theoretical knowledge in the field of:

- psychology of the leader's personality;
- the organization of personnel management and implementation of personnel functions;
- making management decisions;
- motivation and stimulation of teaching staff;
- prevention and overcoming of negative mental states arising in the process of management activities;

The objectives of the discipline are to master practical skills:

- of applying modern psychological technologies for personnel management;
- of introducing technologies of making management decisions;
- of using methods of diagnostics and analysis of the socio-psychological climate;
- of carrying out effective management communication in professional activity;
- of diagnosing and assessing professionally significant, personal, business and leadership qualities, leadership, cooperation and entrepreneurship skills;
- of preparing and conducting business negotiations, public speaking, business conversation.

The place of the academic discipline in the system of training a specialist of the particular profiling, the links with the other academic disciplines

The academic discipline of the component of the institution of higher education "Psychology of Management" is included in the Module "Personal and Professional Development of the Educational Manager". It is an applied psychological discipline, the study of which is based on the knowledge of psychology and management.

The discipline "Psychology of Management" is consistent with the academic disciplines "Technologies for a Manager's Personal and Professional Self-Development", "Management of the Education Institution", "Modern Management Concepts".

Requirements for the discipline study in accordance with the standard curriculum

The study of the discipline "Psychology of Management" should ensure the formation of master's degree students' competence:

SC-7 To implement effective models and technologies of personnel management based on psychological theories and concepts of personnel management.

After studying the discipline a master's degree student should **know:**

- basic concepts and categories of management psychology, modern psychological and management concepts;
- psychological and managerial problems of the present day;
- the essence and methods of managerial influence on subordinates.

A master's degree student should **be able to:**

- analyze and learn the socio-economic, personal and professional needs and interests of employees and use them to motivate professional activities;
- carry out effective management communication in typical situations of practical activity;
- master and implement management innovations in professional activities.

The programme of the academic discipline "Psychology of Management" of higher education institution is provided with the following number of classes: 108 academic hours in total, 36 hours of which are in-class hours. Distribution of in-class hours according to the type of classes: lectures - 16 hours; practical classes - 20 hours. 72 hours are allocated for self-study of master's degree students. 8 in-class hours are allocated for part-time students (4 - lectures, 4 – practical classes).

Intermediate certification is carried out in the form of an **exam.**

The study load of the discipline is 3 credit units.

CONTENT OF EDUCATIONAL MATERIAL

Topic 1. Methodological foundations of management psychology

Management psychology as a branch of science. Basic concepts and categories of management psychology. Object, subject, tasks and methods of management psychology. The place of management psychology in the system of management sciences. Modern tendencies and prospects for the development of management psychology.

Sources of origin and development of management psychology.

World management cultures. Modern control theories. The main approaches to personnel management: economic, organic, humanistic and corporate.

Topic 2. The personality of a leader as a subject of management

The structure and functions of a supervisor. Management efficiency models (F. Fiedler's model, the concept of "management grid" by R. Blake and J. Mouton). Criteria of assessing the effectiveness of leadership.

Psychology of a leader's personality. The main approaches to the problem of personal and business qualities of a leader. Professionally important qualities of a manager. Psychological requirements for the personality of a manager. Potential limitations of leader's efficiency and overcoming them.

Leadership and management as social phenomena. Leadership theory. Trait theory. Situational leadership theory. Systems theory of leadership. Management and leadership styles. Factors determining the leadership style.

Methods of diagnosing and assessing professionally significant, personal, business or leadership qualities, the ability to lead, cooperation and entrepreneurship. Methods of identifying the style of team leadership, the effectiveness of leadership.

Topic 3. Organization of personnel management and implementation of personnel functions of the head

Human capital. Human resource analysis. Psychology of selection and assessment of personnel. Psycho-diagnostic methods of personnel assessment. Staff adaptation. Personnel training and development. Personnel certification. Assessment of job satisfaction. The psychology of staff release and dismissal. Personnel reserve and its training.

Determination of the system of personnel functions. Specificity of personnel functions. The main directions of the manager's personnel work: the formation of the organization's personnel policy, personnel planning, development; professional and qualification requirements for personnel, selection and placement of personnel, training and retraining of personnel, organization of the incentive system, professional adaptation, assessment of personnel during their movement in the service.

Functions of a leader when working with personnel: educational, disciplinary, arbitration, psychotherapeutic, expert and advisory. The innovative function of the leader.

Topic 4. Psychological features of management decision making

The specifics of the decision-making function in the activities of a supervisor. Essence, stages and methods of making managerial decisions. Organizational factors of management decisions. Typology of management decisions and regulatory requirements for them. Signs of the optimal management decision.

Psychological features of a group management decision. The main forms of group discussions and their characteristics. Methodology of preparing a problem meeting. Methodology of a problem meeting. Brainstorming as a form of group discussion.

Topic 5. Organization and team as an object of management

The main characteristics of the organization as an object of management. Organization as an open system. Environmental factors in the management of the organization. Internal environment of the organization. Corporate culture of the organization.

The concept and classification of collectives. The main features of a team. Spheres of relations in the team. Labor collective formation methods. Conditions for effective work of the collective.

The concept and structure of the psychological climate in the team. Signs of a favorable social and psychological climate in the team. Factors that form a favorable socio-psychological climate in the team. Possibilities of psychological climate management.

Methods and techniques of diagnostics and analysis of social and psychological phenomena in the team.

Topic 6. Personnel motivation psychology

Approaches to motivating personnel in an organization. Classification of motives and needs of employees.

Concepts of motivation for performing activities: "theory X", "theory Y", "theory Z".

Substantial theories of motivation. A. Maslow's theory of the hierarchy of needs. McClelland's motivational needs concept. Frederick Herzberg's theory of two factors.

Procedural theory of motivation. The theory of justice by S. Adams. V. Vroom's theory of expectation. Complex theory of E. Lawler and L. Porter.

Features of motivation and incentives for personnel in modern organizations. Types of incentives for the organization's personnel.

Topic 7. Psychology of business communication

The essence of business communication: functions, types, forms. Social perception concept. The process of perceiving social objects as the essence of social perception. Diagram of the process of perceiving another person in personnel management. Perception mechanisms in role communication. Features and factors of the formation of social stereotypes in the process of personnel management. Perception mechanisms in interpersonal communication. Perception of non-verbal information in business communication. Specificity of information exchange in the management process. Methods of establishing feedback in various communicative situations of management activities. Communication barriers arising in personnel management. Ways of overcoming communication barriers in personnel management. Interaction in the management process.

Business conversation in management activities. Description of the main stages of a business conversation. Technology of analyzing the results of a business conversation. Manipulation. Methods of psychological protection.

Business meeting. The essence and classification of negotiations. Negotiation models. Negotiation styles. Difficulties in negotiations: deadlocks, conflicts, manipulations. The main styles of business communication during negotiations.

Service etiquette.

Ethics of management communication. Forms of management communication. Conditions for effective interaction in management decisions. Algorithm of organizing business communication.

Topic 8. Manager's professional health psychology

Health as a systemic concept. Physical and psychological health. Phases and factors of performance. Negative mental states at work (monotony, fatigue, stress). Professional hygiene and psycho-hygiene. Means of increasing efficiency. Workaholism as a problem of modern managers.

Stress in the professional activity of a manager. Causes and types of stress. Stages of development of stress. The main features of mental stress. The negative effects of stress. Ways of preventing and overcoming stress.

The concept of professional and emotional burnout. The main symptoms of professional burnout (emotional exhaustion, dehumanization of relationships with partners, reduction of personal achievements, etc.). Factors of professional burnout: organizational, role, personal.

Ways of preventing professional burnout. Updating personal resources. Optimization of organizational working conditions. Mastering the "copping" strategies by the teacher to reduce the risk of professional burnout. Emotional-volitional regulation of states in managerial activity.

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE
(full-time education)
"PSYCHOLOGY OF MANAGEMENT"

Number of section, topic	Name of the section, topic, seminar	Number of academic hours				Form of assessment
		Lectures	Practical classes	Self-study	Laboratory work	
1	2	3	4	5	6	9
1	Methodological foundations of management psychology	2	2	2		Keeping a pedagogical vocabulary. Answers to key questions
2	The personality of a leader as a subject of management	2	2	2		Group discussion
3	Organization of personnel management and implementation of personnel functions of the head	2	2	10		Fulfilling and presenting creative tasks
4	Psychological features of management decision making	2	2	10		Solving thematic cases
5	Organization and team as an object of management	2	2	10		Questioning-inversion, checking the report, presentation
6	Personnel motivation psychology	2	2	10		Fulfilling and presenting creative tasks for staff motivation by master's degree students
7	Psychology of business communication	2	4	6		Participation in a master class on business communication
8	Manager's professional health psychology	2	4	10		Development and presentation of a programme for the prevention of professional burnout

	TOTAL:	**16**	**20**	**60**		

INFORMATION AND METHODOLOGICAL SECTION

List of basic literature:

1. Vaynshteyn. L. A. Psikhologiya upravleniya : ucheb.-metod. posobiye / L. A. Vayknshteyn. I. V. Gulis. – Minsk : Belorus. gos. un-t. 2019. – 327 s.

2. Dubinko. N. A. Psikhologiya upravleniya : posobiye / N. A. Dubinko ; Akad. upr. pri Prezidente Resp. Belarus. – Minsk : Akad. upr. pri Prezidente Resp. Belarus. 2018. – 152 s.

3. Romanchik. N. V. Psikhologiya upravleniya / N. V. Romanchik. E. P. Pyko. – Minsk : Resp. in-t vyssh. shk.. 2021. – 124 s.

List of additional literature:

1. Bazarov. T. Yu. Psikhologiya upravleniya personalom : uchebnik i praktikum / T. Yu. Bazarov. – M. : Yurayt. 2016. – 381 s.

2. Psikhologiya upravleniya personalom: uchebnik / podobshch. red. E. I. Rogova. – M. : Izd-voYurayt. 2016. – 350 s.

3. Trus. A. A. Psikhologiya upravleniya : praktikum / A. A. Trus. – Minsk : Vysh. shk.. 2015. – 347 s.

4. Urbanovich. A. A. Psikhologiya upravleniya : ucheb. posobiye / A. A. Urbanovich ; akad. Min-vavnutr. del – Minsk : Akademiya MVD. 2019. – 311 s.

Diagnostics of the learning outcomes of educational activities

To diagnose the formation of master students' competencies, the following forms and means can be used: resolving problem situations, solving competence-based and problematic tasks, group discussion, solving cases, participating in a master class, fulfilling and presenting projects, etc.

Recommendations for quality control of knowledge acquisition

Complex problem situations, relevant competence-based tasks are effective means of developing and diagnosing master students' competencies. In this regard, the following forms and means can be used to diagnose the formation of master tudents' competencies:

- solving problem situations,
- solving competency problems,
- implementation of practical, creative tasks and presentation of the results obtained;
- participation in a business (role-playing, imitation) game, master class;
- making and defending projects;
- portfolio, etc.

Requirements for the implementation of diagnostics. The procedure of diagnosing the formation of master student's competencies includes the following stages: identifying the object of diagnostics; revealing the fact of a master student's educational achievements using the diagnostic tools presented above; measuring and assessing the degree of compliance of the master student's educational achievements with the requirements of the educational standard. The assessment of the master student's academic achievements in the exam in this discipline is carried out according to a ten-point scale. To assess the educational achievements of students, the criteria approved by the Ministry of Education of the Republic of Belarus, the institution of higher education are used.

The main **methods and technologies of teaching** that adequately meet the goals and objectives of studying this discipline are:

1) methods of problem, heuristic learning (problem statements, partial search and research methods, heuristic conversation, etc.);

2) personality-oriented (developmental) technologies based on active (reflexive-activity) forms and methods of teaching (case method, project method, business, role and simulation games, discussion, educational debate, round table, etc.);

3) collective forms and methods of teaching (work in teams, pairs; techniques of collective analysis and reflection (Cartesian coordinates, SWOT, PEST, etc.));

4) information and communication technologies that ensure the problem-research nature of the learning process and the activation of master students' independent work (inverted lesson, electronic presentations, the use of audio and video support of training sessions (analysis of audio, video situations, etc.), development and application based on computer and multimedia means of competence (or heuristic) tasks and creative tasks, supplementing traditional training sessions with the means of interaction based on network communication capabilities (Internet forum, etc.)).

Methodological recommendations on organization of self-study in the academic discipline

The most effective forms and methods of organizing master students' independent work are:

- analysis of problem situations (case-method);
- solving competence problems or doing creative tasks (analyzing articles, watching videos (films) and compiling annotations and reviews on them;
- writing an essay; doing exercises;
- development and subsequent defense of projects, etc.

Self-study of the master students is organized in the form of business interaction: the student receives direct instructions, recommendations from the teacher about the organization and content of independent activities, the teacher performs the function of management (through accounting, controlling and correcting erroneous actions) and assessment of the results.

In the process of studying the discipline, primary attention should be paid to the independent work of master students in mastering the specific experience of teachers, compiling a professional portfolio and activities in networked pedagogical communities.

DISCIPLINE EXAM QUESTIONS

1. Psychology of management as a branch of science. Basic concepts and categories of management psychology.
2. Modern trends and prospects of development of management psychology.
3. World management cultures. Modern control theories.
4. The main approaches to personnel management: economic, organic, humanistic and corporate.
5. The structure and functions of a supervisor.
6. Models of management efficiency. Criteria of assessing the effectiveness of leadership.
7. Psychology of the leader's personality. The main approaches to the problem of personal and business qualities of a leader.
8. Professionally important qualities of a manager. Psychological requirements for the personality of a manager.
9. Potential limitations of the leader's efficiency and their overcoming.
10. Management and leadership as social phenomena. Leadership theory.
11. Styles of management and leadership.
12. Factors that determine the style of leadership.
13. Methods of diagnostics and assessment of professionally significant, personal, business or leadership qualities, the ability to lead, cooperation and entrepreneurship.
14. Methods of identifying the style of team leadership, the effectiveness of management and leadership.
15. Human capital. Human resource analysis.
16. Psychology of selection and assessment of personnel. Psycho-diagnostic methods of personnel assessment.
17. Staff adaptation.
18. Personnel training and development.
19. Personnel certification. Assessment of job satisfaction.
20. Psychology of the release and dismissal of personnel.
21. Personnel reserve and its training.
22. Identifying the system of personnel functions. Specificity of personnel functions.
23. The main directions of the personnel work of the supervisor.
24. The functions of the supervisor when working with personnel.
25. The specifics of the decision-making function in the activities of the supervisor.
26. Typology of management decisions and regulatory requirements for them. Signs of the optimal management decision.
27. Psychological features of group management decisions.
28. The main forms of group discussions and their characteristics.
29. The main characteristics of the organization as an object of management.

30. Factors of the external environment in the management of the organization.

31. The internal environment of the organization.

32. Corporate culture of the organization.

33. The concept and classification of collectives. The main features of the team.

34. Spheres of relations in the team. Labor collective formation methods.

35. Conditions for effective work of the labor collective.

36. The concept and structure of the psychological climate in the team.

37. Factors shaping a favorable socio-psychological climate in the team.

38. Opportunities for managing the psychological climate.

39. Methods and techniques of diagnostics and analysis of social and psychological phenomena in the team.

40. Approaches to staff motivation in the organization. Classification of motives and needs of employees.

41. The concept of motivation for performing activities.

42. Substantial theories of motivation.

43. Procedural theory of motivation.

44. Features of motivation and incentives for personnel in modern organizations. Types of incentives for the organization's personnel.

45. The essence of business communication: functions, types, forms.

46. The concept of social perception.

47. Features and factors of the formation of social stereotypes in the process of personnel management.

48. Perception of non-verbal information in business communication.

49. Specificity of information exchange in the management process.

50. Ways of establishing feedback in various communicative situations of management activities.

51. Communication barriers arising in personnel management. Ways of overcoming communication barriers in personnel management.

52. Interaction in the management process.

53. Business conversation in management activities.

54. Business negotiations.

55. Service etiquette.

56. Ethics of management communication.

57. Health as a systemic concept. Physical and psychological health.

58. Phases and factors of performance. Negative mental states at work (monotony, fatigue, stress).

59. Professional hygiene and psycho-hygiene. Means of increasing efficiency.

60. Stress in the professional activity of a manager.

61. The concept of professional and emotional burnout.

62. Ways of preventing professional burnout.

INTERDISCIPLINARY COMPLIANCE OF THE ACADEMIC PROGRAMME IN THE ACADEMIC DISCIPLINE

The educational discipline to be complied with	Department	Proposals for changes in the content of the academic program of the higher education institution in the educational discipline	The decision made by the Department that has developed the academic program (with the date and the protocol number)
Technologies for a Manager's Personal and Professional Self-Development	Department of Pedagogy	No proposals	Minutes No. as of 20.05.2021
Management of the Education Institution	Department of Pedagogy	No proposals	Minutes No. as of 20.05.2021
Modern Management Concepts	Department of Pedagogy	No proposals	Minutes No. as of 20.05.2021