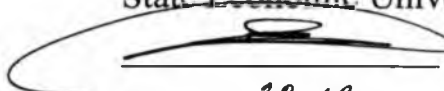


Educational Institution  
“Belarus State Economic University”

APPROVED

First pro-rector

Educational Institution “Belarus  
State Economic University”

 E.F. Kireeva  
28.12. 2022  
Registration № 5351-22/42.

**Management Psychology**  
(in English)

Syllabus of higher education institution for academic the discipline for the major  
1-25-80 01 "Economics"

The academic program is based on the curriculum in the specialty 1-25 80 01 Economics (specialization "Economic psychology") registration No. 96 МГР-22 dated 24.06.2022

**COMPILED BY:**

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**RECOMMENDED FOR APPROVAL:**

by the Department of Economic Sociology and Psychology of Entrepreneurship of the educational institution "Belarus State Economic University"

(Minutes No. 4 as of November 29, 2022)

Scientific and Methodological Council of the educational institution "Belarus State Economic University"

(Minutes No. 2 as of 21.12, 2022)

## EXPLANATORY NOTE

Professional training of economists at the second stage of higher education actualizes the task of mastering the theoretical and methodological foundations of management psychology at the present stage of development of management theory. This is determined by the work of government agencies, commercial firms and non-profit organizations in increasingly complex, uncertain conditions characterized by hyperinflation, fragmentation of the media, ambiguous market and political conditions and growing public skepticism. Accordingly, there is an increase in the requirements in a modern dynamically changing society for the level of psychological education of a professional, his managerial culture, the ability to build effective relationships in professional, personal and business spheres of communication.

The proposed syllabus contributes to the training of modern specialists for the field of management and business, who know the deep psychological mechanisms and patterns of personality and group development; possess modern psychotechnologies in management, business and communications; are able to act in crisis situations and accompany the implementation of the most daring ideas and projects of management and business.

This academic discipline is included in the component of the institution of higher education at the second stage and is included in the Module 2.2. "Organizational and psychological management technologies".

The **purpose of academic subject** "Psychology of Management" is to create conditions for the development of undergraduates of a holistic system of theoretical knowledge and competencies in the field of management psychology, necessary for effective management activities of the future leader.

**Objectives of the academic subject** are to:

- to form undergraduates' knowledge about the basic concepts and categories, theoretical and applied problems, prospects of modern management psychology;

- to develop an adequate understanding of business ethics, psychology of business relationships, effective communications among undergraduates;

- to develop the ability of undergraduates to put into practice the technologies of managerial communication, psychological techniques of managerial influence on the interlocutor.

The academic subject "Management Psychology" accumulates the existing fund of effective knowledge of a master's student in the field of management and psychology, complements them with theoretical knowledge and forms competencies in the field of management psychology. The curriculum combines the theoretical foundations of management psychology and practical aspects related to the immersion of students in the actual problems of technological processes – marketing, consulting, self-management, stress management, entrepreneurship.

The content of the program takes into account the specifics of the specialty 1-25 80 02 "Economics" of the specialization "Economic Psychology", which is expressed in an adequate combination and consideration of current managerial knowledge in a psychological context. The selection of the content of the discipline was carried out using the following criteria: fundamentality, competence, relevance, interdisciplinarity, cultural and psychological generalization.

business game. The main pedagogical means of teaching that meet the objectives of studying the discipline are: problem-based learning, implemented at lectures (monographic lecture, lecture-discussion); educational and research activities (conducting micro-studies, working with cases individually and in a group); reflexive learning; business game "Management Consulting", computer training.

The following diagnostic tools are used to evaluate the achievements of undergraduates:

- presentation of abstracts by undergraduates in practical classes;
- a report with a multimedia presentation;
- preparation of abstracts on the topic;
- project protection;
- passing an exam in an academic discipline.

As a result of learning the given academic subject, the master's student must *know*:

- 1). psychological patterns of managerial activity;  
psychological features of the personality of the manager and his activities;
- 2). features of group psychology, interpersonal relationships and communication;
- 3). the main mechanisms of mental regulation of human behavior, motives for professional growth and self-improvement;
- 4). prospects for the development of psychological support of the management process.

*be able to*:

- 1). adequately assess the professional and psychological capabilities and limitations of yourself and your subordinates;
- 2). analyze conflict situations, determine ways to resolve them;
- 3). determine the state of the socio-psychological climate of the team;
- 4). apply techniques and methods of self-regulation and self-control.

*possess*:

- 1). methods of effective management of relations in the workforce;
- 2). the technique of personal self-presentation and stress management;
- 3). methods of managerial influence on subordinates, taking into account their psychological characteristics;
- 4). methods of conflict resolution in management activities.
- 5). ways to solve practical problems of the organization and implement these solutions in its interests.

A master's student after mastering the discipline "Psychology of management" should have the following special competencies:

SC-3 – Have the skills of psychological analysis of managerial processes and phenomena.

In total, 198 hours are allocated for the study of the discipline "Management Psychology" by the standard curriculum of the specialty on the full-time form of education, of which 60 hours are classroom hours. Distribution of classroom hours by type of classes: 30 hours of lectures, seminar classes – 30 hours, 138 hours of independent (extracurricular) work of undergraduates.

The current certification is conducted in the form of an exam in the 1st semester.

The complexity of the discipline is 6 credits.

# **CONTENT OF EDUCATIONAL MATERIAL**

## **PART 1. THEORETICAL AND METHODOLOGICAL GROUNDS FOR MANAGEMENT PSYCHOLOGY**

### **Topic 1.1. Management Psychology as a branch of psychological science**

The concept of management psychology: subject, object, purpose, tasks. Management psychology and other sciences. Modern directions of management psychologization. The main categories of management psychology. A general idea of management and leadership. Structure and functions of management activities.

Psychological laws of management. Management principles. Management methods. Management cycle. Managerial relations. Management levels. The need for up-to-date information necessary for making management decisions.

### **Topic 1.2. Personality as an object and subject of management**

The concept of personality in psychology and its structure as an object of management. Cognitive processes and intelligence in work activity Emotional and volitional sphere of personality in the process of management. Self-esteem, the level of claims and frustration. Temperament and the use of knowledge about temperament in team management. Character and abilities in work. Personality as a subject of management.

The typology of personality in work. Personality and organization. Psychological approaches to the study of personality (theory of types, theory of traits, theory of instances) as a subject and object of management. The typology of personality in work. Accentuation and psychopathy as indicators of violations in the work of the individual. Theories of the nomotetic approach to the study of personality. The essence of the ideographic approach. Key aspects of the personality related to the performance of work: intellectual and physical abilities.

### **Topic 1.3. Social groups and patterns of group effectiveness**

The concept of a group, its features. Group as a management object Types of groups and their structure. Factors influencing the formation of the group. The main stages of the group's development. The structure of the group and their types. Group dynamics.

Individual behavior in a group. Formation of group behavior. Functions and roles of group members. Distribution of roles. The method of "Six Thinking Hats" by E. Bono. The activities of the groups and their effectiveness. Analysis of behavior in groups: sociometry, analysis of intra-group interaction.

### **Topic 1.4. Socio-psychological phenomena of personality behavior in a group**

The relationship of the individual and the group. Forms of psychological influence of group structures on personality. Social influence is the main organizational process. Phenomena of social influence: suggestibility, conformity, subordination. Experiments of S. Asch and S. Milgram on the study of the phenomena of conformity and subordination.

Psychological cohesion in management systems. Psychological compatibility and harmony. Value orientations of various social groups in conditions of different

forms of ownership. Personal choice of the type of business activity. Saving behavior of the staff. Psychology of economic behavior of modern specialists and managers. formation and implementation of ethical norms and trust from the standpoint of social capital concepts. Staff motivation.

### **Topic 1.5. Psychological profiles of performers**

The concept of a psychological profile. Socio-psychological characteristics of performing activity. Psychological characteristics (scales) to describe the professional qualities of performers. Creative type of performer, independent, competent, searching; purposeful, interested, organized; regulated type; passive; "transforming" the instructions of the head; low-motivated; evasive type of performer; difficult-to-control performers – subordinates. Generators of ideas, active scholars, artisans in research institutions.

### **Topic 1.6. Socio-psychological roles of the leader of the organization**

Socio-psychological roles in management activities. Leadership roles, interpersonal roles. Psychological characteristics of the authority of the leader of the organization. Informational roles. Decision-making roles. Variations of the role of the employer: the representative role, the role of the generator of ideas, the role of the analyst, the role of the decision-maker, the role of the organizer, the role of the communicator, the role of the defender of interest, the role of the innovator, the role of the expert, the role of the educator. The psychological aspect of the authority of the head.

### **Topic 1.7. Management of the labor collective**

Objective signs of the existence of the collective. The team and the stages of its development. Levels of psychological development of the collective and forms of its management. Business and socio-psychological substructures of the collective. Criteria for assessing the vital activity of the team. Spontaneous (spontaneous) and organizational processes in the team. The role of feedback in optimizing the functioning of the team.

A developed team as a self-governing and self-regulating system. Purposeful activation of the team as a way to increase the effectiveness of its activities.

Modern directions of work with personnel and socio-psychological factors of their activation: crowdsourcing, outsourcing, outstaffing. HeadHunting as a modern recruiting trend. Technology and types of coaching. Job Shadowing: a new format for staff development. Assessment center: advantages and disadvantages. Outplacement: domestic and foreign experience.

### **Topic 1.8. Evolution of management psychology and current trends in the new economy**

Fundamental concepts of management and their psychological characteristics. Common features of the main schools of management from the perspective of management psychology. Theoretical and methodological approaches to management: procedural, systemic, etc.

The formation of a "new economy" as a result of the development of new knowledge. The new economy, its characteristics and impact on modern psychological management support. Virtualization and globalization of modern

management. A reference point for a competency-based approach. Cross-cultural management. Modern management trends in market conditions. Knowledge management as the basic direction of modern management concepts. Psychological aspects of knowledge management.

## **PART 2. PSYCHOLOGICAL PROBLEMS OF MANAGING AN ORGANIZATION AS A SYSTEM**

### **Topic 2.1. The leader of the organization as a subject of management activity**

Psychological content of the subject-professional spheres of the leader of the organization. A manager as an active carrier of professional activity in two positional fields: process management and people management. Psychological characteristics of the authority of the leader of the organization. Criteria for evaluating the effectiveness of the manager. Limitations of the manager and ways to overcome them. Professional and psychological culture of the leader of the organization. Psychological competence of managers in the structure of professional activity. The content, main types and psychological characteristics of competence. Socio-perceptual competence, socio-psychological competence communicative competence, conflictological competence. Autopsychological competence.

### **Topic 2.2. Modern organization, organizational behavior, organizational culture**

The psychological content of the concept of an organization, its goals, strategies, principles, and types. The structure of the organization and its properties. Theoretical approaches to the structure of the organization: functional, socio-psychological, etc. Types and types of organizational structures. Organization as an independent autonomous system and its parameters. External and internal environment of the organization. The "life cycle" of the organization. Psychological trends in the development of the organization. Criteria of efficiency and effectiveness of modern organizations in management psychology.

Psychological analysis of organizational behavior. Theoretical approaches to organizational behavior: result orientation, the "human factor", a systematic approach, a psychoanalytic approach, etc. Models of organizational behavior: authoritarian, supportive, etc. Psychological characteristics of organizational culture. Functions, main elements and levels of organizational culture. Model of organizational culture.

### **Topic 2.3. Psychology of managerial influences**

Managerial relations, their structure, types. Management functions and their psychological analysis. Socio-psychological management methods: observation, experiment, modeling, sociometry, etc. The concept of a social attitude. Types of installations. The role of social attitudes in the work of the manager. Formulation of the organization's goals according to the SMART methodology. The influence of group effects ("boomerang", "halo", primacy, novelty, etc.) on the perception of reality.

General characteristics of psychological methods of influence: infection, suggestion, persuasion. Prejudices and social stereotypes. Psychology of rumors.

Strategy and tactics of manipulation. Information design of manipulation. Protection against manipulation. Types of speech influence on the interlocutor. Business game "Management consulting".

#### **Topic 2.4. Guide and leadership**

Leadership as a phenomenon of psychological power. Basic theories of leadership. The leader and the leader: similarities and differences. Leadership: power and personal influence. Leadership: style, situation and effectiveness. Active and passive psychological traits. Formation of accentuated traits (stubbornness, intransigence, self-confidence, authority). From leadership to despotism.

The concept of "leadership style". Psychological characteristics of leadership styles and their types. Psychological features of a manager's activity when a certain management style dominates: authoritarian, democratic, neutral or directive, collegial, conniving. The psychological structure of the management matrix of R. Blake and J. Mouton.

Modern methods of management: innovative and analytical style, participatory management. Psychological probabilistic model of management effectiveness. Factors determining the psychology of choosing a leadership style and optimizing the style of management activity. Definition of the concept of "authority of the head". Official position as a source of authority. Psychological characteristics of the personality of the head when delegating authority. Factors determining the authority of the head. Formal and informal authority. A true and imaginary authority. The authority of the head as the basis for the formation of trust in the team. Characteristics of the concepts: "the authority of distance", "the authority of bribery", "the authority of pedantry".

#### **Topic 2.5. Psychological features of management tasks and solutions**

Psychological characteristics of management tasks, their specifics and solution features. Classification of management tasks, types, stages and styles of solving management tasks. Features of strategies and tactics for solving managerial tasks. Methods of solving management tasks.

The essence and content of the management decision. Classification of management decisions. Psychological features of a managerial decision and the stages of its adoption. Psychological mechanisms of finding a solution. Psychological manifestations of personality in decision-making. Strategy and tactics of managerial decision-making. Factors influencing decision-making in organizations. The economic model of decision-making. Administrative decision-making model. Group forms of managerial decision-making. Advantages and disadvantages of group decision-making.

#### **Topic 2.6. Personal and professional development of the manager**

Psychological characteristics of professional deformations. The concept of self-efficacy and self-presentation. Competitiveness of the individual. Self-management. Professional deformations and their types. The organization of the manager's time and psychological reserves to increase the effectiveness of his activities. Types of time management systems. Manager's burnout syndrome. Psychological components of an individual image. Formation of the image of the organization and the head. Types of group image and features of its formation.



## **PART 3. SOCIO-PSYCHOLOGICAL FOUNDATIONS OF THE FORMATION AND DEVELOPMENT OF RELATIONSHIPS IN THE ORGANIZATION**

### **Topic 3.1. Psychology of management communications**

The concept of socio-psychological climate, its structure, types and levels. Psychological analysis of factors influencing the formation of the psychological climate in organizations. Socio-psychological compatibility and harmony. Socio-psychological perception, its mechanisms. Factors affecting the adequacy of the perception of a business partner. Forms of business communication: conversation, meeting, negotiations, telephone conversations and their general characteristics. Active and passive listening. Techniques and techniques of active listening. Verbal and non-verbal means of business communication.

Business communication, its goals, levels and types. The structure of business communication. Business communication models. Positions in business communication. Business conversation, its structure and stages. Psychological features of telephone conversations. Business meeting and the specifics of its conduct. Business negotiations and their psychological characteristics.

### **Topic 3.2. Features of managerial activity under stress**

Definition of the concepts of stressors, stress. Specific and non-specific reactions. Stages of the general adaptation syndrome. Information stress. Mental maladaptation. Signs of stress. Anti-stress programs and technologies. Mechanisms of psychological protection of personality and coping strategies. The syndrome of "emotional burnout", the structure and features of the course. Factors of "burnout". Stress in the activities of the manager. Stressful. Types and phases of stress. Methods of stress prevention. Stress management: psychological technologies of stress management.

### **Topic 3.3. Managing organizational conflicts**

The nature and typology of conflicts. Structure and dynamics of conflicts. Causes and functions of conflicts. Conflicts in management systems. Organizational conflicts Innovative conflicts. Ways to resolve conflict situations. The policy of the organization's management regarding conflicts. Conflict management. Models of speech representation in conflicts of status-role relations.

**EDUCATIONAL AND METHODOLOGICAL MAP OF THE DISCIPLINE "PSYCHOLOGY OF MANAGEMENT"  
FOR THE SPECIALTY 1-25-80 01 "ECONOMICS" (concentration "Economic psychology")  
FOR FULL-TIME HIGHER EDUCATION OF THE II STAGE**

Section number, topics	Section name, topics	Number of academic hours						Other	Forms of knowledge control
		Lecturcs	Practical classes	Seminar classes	Laboratory classes	Managed independent work			
1	2	3	4	5	6	1	pc (sc)	8	9
1	Theoretical and methodological foundations of management psychology	18		12				M [1, 2] Ed [3, 4]	
1.1	Management Psychology as a branch of psychological science	2		2				M [1, 2] Ed [3, 4]	abstracts, intelligence map
1.2	Personality as an object and subject of management	2		2				M [1, 2] Ed [3, 4]	survey, summary of primary sources

									discussion
1.3	Social groups and patterns of group effectiveness	2		2				M [1, 2] Ed [2, 6]	survey, summary of primary sources
1.4	Socio-psychological phenomena of personality behavior in a group	2		2				M [2, 4] Ed [1, 6]	survey, summary of primary sources discussion
1.5	Psychological profiles of performers	2						M [2, 3] Ed [1, 7, 8]	survey, summary of primary sources
1.6	Socio-psychological roles of the leader of the organization	2						M [1, 2, 3] Ed [6,7]	survey, discussion, intelligence maps
1.7	Management of the labor collective	4		2				M [1, 2, 3] Ed [6, 7]	survey, game modeling
1.8	Evolution of management psychology and current trends in the new economy	2		2				M [1] Ed [1, 2, 3]	survey, abstracts, case method <i>Test</i>

<b>2</b>	<b>Psychological problems of managing an organization as a system</b>	<b>12</b>		<b>10</b>					
2.1	The leader of the organization as a subject of management activity	2						M [1, 3] Ed [6, 11]	survey, essays, discussion
2.2	Modern organization, organizational behavior, organizational culture	2		2				M [1, 3, 4] Ed [1, 2, 7]	survey, case method. discussion
2.3	Psychology of managerial influences	2		2				M [3, 4] Ed [1, 5, 6, 7]	business game
2.4	Guide and leadership	2		4				M [3, 4] Ed [4, 5]	discussion
2.5	Psychological features of management tasks and solutions	2		2				M [2, 3, 4] Ed [3, 4, 6]	survey, summary of primary sources
2.6	Personal and professional development of the manager	2						M [3, 4] Ed [3, 4]	survey, case method, discussion <i>Test</i>

3	Socio-psychological foundations of the formation and development of relationships in the organization			8					
3.1	Psychology of management communications			4				M [1, 3, 4] Ed [5, 6]	survey, research papers, game modeling
3.2	Features of managerial activity under stress			2				M [3, 4] Ed [6]	intelligence cards
3.3	Managing organizational conflicts			2				M [3, 4] Ed [5, 6]	game simulation <i>Test</i>
	<b>Total hours</b>	<b>30</b>		<b>30</b>					<b>examination</b>

## **INFORMATION AND METHODOLOGICAL PART**

### **Methodological recommendations on the organization of independent work of undergraduates in the academic discipline "Management Psychology"**

In mastering the knowledge of the discipline, an important stage is the independent work of undergraduates. It is recommended to budget time for independent work for an average of 1 hour for a 2-hour classroom lesson. The main directions of independent work of a master's student are:

- initially a detailed introduction to the curriculum of the discipline;
- familiarization with the list of recommended literature on the academic discipline as a whole and its sections, study of the necessary literature on the topics of the curriculum, selection of the necessary information in additional literature;
- preparation for seminars;
- preparation for the forms of knowledge control (control tasks, tests); – preparation for the certification form.

## **LITERATURE**

### **The main literature**

1. Weinstein, V.A. Psychology of management: a textbook for students of institutions of higher education in the specialties "Psychology", "Management" / L. A. Weinstein, I. V. Gulis. – Minsk : Higher School, 2018. – 382 p. – (in Russian).
2. Sidorchuk, I. S. Business step by step = Business Level: educational method. stipend. At 2 h. / I. S. Sidorchuk. – Minsk : BSEU, 2022. – H. 2. – 158 p.
3. On Leadership / [D. Goleman et al.]. – Boston ; Massachusetts : Harvard Business Review Press, 2011. - V, 217 p.
4. Hughes, M. Managing and Leading Organizational Change / M. Hughes. – London ; New York : Routledge, 2019. – XVIII, [1], 333 p.

### **The additional literature**

1. Bazarov, T. Y. Psychology of personnel management: Textbook and workshop for academic undergraduate / T. Y. Bazarov. – Lyubertsy: Yurayt, 2016. – 381 p.
2. Byalyatsky, N. P. Development of the organization : studies. manual / N. P. Byalyatsky. – Minsk : BSEU, 2016. – 281 p.
3. Zub, A. T. Psychology of management: Textbook and practical course for academic bachelor's degree / A. T. Zub. - Lyubertsy: Yurayt, 2015. – 372 p.

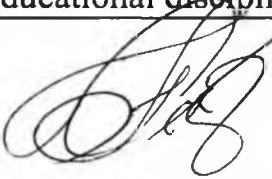
4. Konovalenko, V.A. Psychology of personnel management: Textbook for academic bachelor's degree / V. A. Konovalenko, M. Yu. Konovalenko, A. A. Solomatin. – Lyubertsy: Yurayt, 2016. – 477 p.

5. Korolev, L.M. Psychology of management: Textbook / L.M. Korolev. – M.: Dashkov and K, 2016. – 188 p.

6. Psychology of management / O. A. Vysotsky, N. Y. Khvisevich. – Minsk: Law and Economics, 2021. – 197 p. – (in Russian)

7. Haustovich, N. A. Start-up projects: electronic study.-method. complex for undergraduates of specialties 1-25 80 01 "Economics", 1-26 80 03 "Business administration" [Electronic resource] / N. A. Khaustovich / Minsk : BSEU. – 2019. – Access mode: <http://edoc.bseu.by:8080/handle/edoc/30268>

## PROTOCOL OF COMPLIANCE OF THE ACADEMIC DISCIPLINE

The name of the discipline to be complied with	The name of the 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)
Innovative Development of an Organization (Enterprise)	Economics of Industrial Enterprises		Protocol № 4 of 29.11.2022.



## ADDITIONS AND AMENDMENTS TO THE HEI SYLLABUS

for 20\_\_\_/20\_\_\_ academic year

№	Additions and amendments	Grounds
1		

The syllabus is revised and approved at the meeting of the Department of Economic Sociology and Psychology of Entrepreneurship (Minutes № \_\_\_ dated «\_\_\_» \_\_\_\_\_20\_\_\_).

Head of Department

PhD in Sociology, Associate Professor \_\_\_\_\_ I.V. Lashuk

APPROVE

Director of the ISHE

PhD in Philosophy, Associate Professor \_\_\_\_\_ D.G. Dobrorodny