



APPLIES TO ACADEMIC YEAR 2012/2013

## **MAN 1633/1634/1635/1636 Teamwork and Leadership; Applied Organizational Psychology**

### **Programme**

Master of Management in Lithuania

### **Responsible for the course**

Margarita Pilkiene (ISM)

### **Department**

Department of Leadership and Organizational Behaviour

### **Term**

According to study plan

### **ECTS Credits**

30

### **Language of instruction**

English

### **Introduction**

The program is designed to develop the expertise of participants in the field of organizational psychology by comprehending the conceptual basis of the phenomena of organizational behavior and making it relevant with personal experience. Through analysis and understanding of characteristics and processes of individuals and groups, as well as characteristics of organization as a whole, such as its goals, structure, culture and effectiveness and processes of control, communication and change, the participants should comprehend the complexity of human behavior within the organization, realizing what are the organization's expectations towards the employee, and why.

### **Learning outcome**

#### **Knowledge:**

participants will acquire scientific and research based knowledge about the role of management as integrating activity, understand interrelated influences on behaviors on individual, group and organization levels.

#### **Skills:**

the program has an instrumental character and is designed to develop skills for effective people management, as well as for leadership, cooperation and influence, such as systematical, analytical and critical thinking and reflection, persuading, inspiring others, using systems, problem solving, decision making, delegating, team-building, caring, communication, listening, mentoring, counseling, negotiating, motivating, appraising people.

#### **Attitudes:**

The participants' will enrich their experience of self-knowledge and organization development, accepting the attitude that people generally respond in the manner in which they are treated, as well as taking responsibility for their own team-making and leadership.

### **Prerequisites**

Bachelor degree or equivalent and 4 years work experience. Please confirm our Student regulations.

### **Compulsory reading**

### **Recommended reading**

### **Course outline**

- Introduction to the course. Subject of organizational psychology. Research based approach.
- Work motivation and passion, job satisfaction.
- Introduction to Personality psychology: methods of self-knowledge.
- Individual Psychology. Family as first organization.
- Personality's integration in a group.
- Team dynamics and reflection. Stages of team formation.
- Decision making in a team. Communication. Adaptation, trust and tolerance in virtual, multinational and multicultural teams.

- Conflicts: Finding constructive solutions. Creativity and synergy in a team
- Organization as an open complex system.
- Organization development - diagnostics and finding solutions.
- Change Management: discoveries and losses
- Career management as coordination of interests between an individual and organization.
- Managing in a modern world. Management style.
- Consulting and coaching in management.
- Leadership: identity and efficiency of solutions

### **Computer-based tools**

None.

### **Learning process and workload**

The program is conducted through 16 course modules, a total of 128 lecturing hours. Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to one hour/student, following an ordinary Master of Management program. For students who are taking the program as their final Master of Management program, the offered tutorials are estimated to a total of three hours pr. student.

### **Examination**

The students are evaluated through a term paper, counting for 12 credit hours and an individual 4-hour written exam, counting for 18 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this as the final Master of Management Program the following applies:

The students are evaluated through an individual term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program.

### **Examination code(s)**

MAN 16331 - term paper; counts for 100 % to pass the program MAN 1633, 12 credits.

MAN16341 - 4-hour written exam; counts for 100% to pass the program MAN 1634, 18 credits.

Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 16351 - individual term paper; counts for 100 % to pass the program MAN 1635, 18 credits.

MAN 16361 - 4-hour written exam; counts for 100 % to pass the program MAN 1636, 12 credits.

Both evaluations must be passed to obtain a certificate for the program.

### **Examination support materials**

Specified support materials: written course material: books, notes, cases, etc. Personal PC is allowed, but mobile phones, other communication tools or electronic media not allowed

### **Re-sit examination**

At the next ordinary exam.

### **Additional information**

#### **Compulsory literature (total 1783 pages)**

1. Huczynski, A., Buchanan, D. (2010) Organizational Behavior. (7-th ed.). FT Prentice Hall. ISBN10: 0273728598; 935 p.

2. Snyder. C.R., Lopez, S.J. eds. (2002). Handbook of Positive Psychology. Oxford University Press..ISBN-10: 0195182790; 848 p.

#### **Additional literature: (total 1709 pages)**

3. Fineman, Stephen. 2003. Understanding emotions at work. London: Sage. ISBN: 0761947906. 154 p.

4. Forsyth, Donelson R. 2006. Group dynamics. 4 th ed. Belmont, CA.: ThomsonWadsworth. ISBN: 0534368220. 482 p.

5. Pervin, L.A., John, O.P., eds. (2001). Handbook of Personality. The Guilford Press; 2 edition. ISBN-10: 1572306955. **Articles:** a) Baumeister, R.F. On the inference between personality and social psychology. 11 p.  
b) McAdams, D.P. Personal narratives and the life story. 22 p.
6. Schneider, B., Smith D.B. eds. (2004). Personality and Organizations. London: Lawrence Erlbaum. ISBN-10: 0805837582. **Articles:**  
a) Furnham, A.: Personality and organization: A European perspective on personality assessment in organizations, pp. 25- 54  
b) Spangler, W. D., House, R. J. & Palrecha, R. Personality and leadership, pp. 251- 258
7. Coutu, D.L. (2002). The anxiety of learning. Harvard Business Review, 80(3), 100- 106 pp.
8. Carlson, R.. (1981). Studies in Script theory. Journal of personality and Social Psychology. Vol. 40, 501-510pp.
9. Blank, L. (1997). Changing Behavior in Individuals, Couples, and Groups: Identifying, Analyzing and Manipulating the Elements Involved in Change in Order to Promote or Inhibit Alteration of Behavior. Charles C. Thomas Publisher. ISBN-10: 0398066574 ; Introduction and Chapter One. 18p.
10. Erez, M., Earley, P. C. (1993). Culture, self-identity, and work.. Oxford: Oxford University Press. Ch. 2, 18-37p.
11. Emmonds, R.A.. (1997). Motives and life goals. From: Hogan, Johnson and Briggs (Eds.), Handbook of Personality Psychology. New York: Academic Press. ISBN-10: 0121346463; 28p.
12. Cialdini, R.B.. (2001). Harnessing the science of persuasion. Harvard Business Review., Oct., 9p.
13. Rosenfeld, Paul; Giacalone, Robert A. & Riordan, Catherine, A. (2002). Impression management: Building and enhancing reputations at work. London: Thomson Learning. ISBN:1861529708. 13 p.
14. Schein, Edgar H. (1999). Corporate culture: Survival guide. San Francisco: Jossey- Bass. ISBN 0-7879-4699-0. 189 p.
15. Hunt, J.M., Weintraub, J.R. (2002). The Coaching Manager. London, Sage Publications. 240 p.
16. Moxnes, P. (2006). Learning group psychology, leadership and anxiety coping by use of fairy tales as an educational guide. Nordic Psychology, 58(1), 5-21.
17. Hersey, P., Blanchard, K., Johnson, D. (1996). Management of Organizational Behavior. 7-th ed. Prentice Hall, Ch.6.62 p.
18. Katzenbach, J. R. (1997). The myth of the top management team. Harvard Business Review. November-December. p. 82-91
19. Katzenbach, Jon R., Douglas K. Smith. (1993). The wisdom of teams : creating the high-performance organization. Harvard Business School Press. Ch. 1,3,5,6,8, 109s
20. Goleman, D., Boyatzis, R. McKee, A. (2007). Lyderystė. Kaip vadovauti pasitelkiant emocinį intelektą. Kaunas: Smaltijos leidykla. P. 91-112 (*Kaip tapti darniai vadovaujančiu lyderiu*).
21. Kets de Vries. (2007). Lyderis pas psichoanalitik<sup>1</sup>. V., Verslo žinios, 480 p.