



APPLIES TO ACADEMIC YEAR 2014/2015

MAN 1668/1669 Teamwork and Leadership; Applied Organizational Psychology

Programme

Responsible for the course

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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 vision, mission, goals, structure, culture, performance and processes of power distribution, 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

Learning outcomes:

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, corresponding to 180 credits from an accredited university, university college or similar educational institution.

The applicant must be at least 25 years of age.

At least four years of managerial work experience.

Motivation evidence to accomplish study requirements.

At least upper intermediate level of English.

Compulsory reading

Recommended reading

Course outline

- Introduction to the course. Subject of organizational psychology. Research based approach.
- Work motivation and passion, job satisfaction and commitment. Engaged and empowered work.
- Introduction to Personality psychology: theoretical approaches and 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 choices of solutions

Computer-based tools

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 module. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials.

Teaching methods

Lectures, case studies, video training, simulation, debate, group exercises, individual independent study research project (semesters 1,2,3).

Examination

The students are evaluated through a term paper, counting for 10 credit hours and an individual 4 hour written exam, counting for 20 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.

Examination code(s)

MAN 16681 - term paper; counts for 100 % to pass the program MAN 1668, 10 credits.

MAN16691 - written exam; counts for 100% to pass the program MAN 1669, 20 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 1695 pages)
1. Huczynski, A., Buchanan, D. (2010) Organizational Behavior. (7-th ed.). FT Prentice Hall. ISBN10: 0273728598; 935 p. 2. Rollinson, D. (2008). Organizational behavior and Analysis (4-th ed.). Pearson Ed. ISBN10: 0273711148 , 760 p.
Additional literature: (total 1709 pages) 1. Fineman, Stephen. 2003. Understanding emotions at work. London: Sage. ISBN: 0761947906. 154 p. 2. Forsyth, Donelson R. 2009. Group dynamics. 5 th ed. Belmont, CA.: Wadsworth. ISBN: 0534368220. 482 p.
Articles and Chapters: 3. Pervin, L.A., John, O.P., eds. (2001). Handbook of Personality. The Guilford Press; 2 edition. ISBN-10: 1572306955: 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. 4. Schneider, B., Smith D.B. eds. (2004). Personality and Organizations. London: Lawrence Erlbaum. ISBN-10: 0805837582: 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 5. Coutu, D.L. (2002). The anxiety of learning. Harvard Business Review, 80(3), 100- 106 pp. 6. Carlson, R.. (1981). Studies in Script theory. Journal of personality and Social Psychology. Vol. 40, 501-510pp. 7. Snyder, C.R., Lopez, S.J. eds. (2002). Handbook of Positive Psychology. Oxford University Press..ISBN-10: 0195182790; a) Czikszentmihalyi, M., Nakamura, J. The concept of Flow. 89-106 p. 8. 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. 9. Erez, M., Earley, P. C. (1993). Culture, self-identity, and work.. Oxford: Oxford University Press. Ch. 2, 18-37p. 10. 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.

11. Cialdini, R.B.. (2001). Harnessing the science of persuasion. Harvard Business Review., Oct., 9p.
12. Rosenfeld, Paul; Giacalone, Robert A. & Riordan, Catherine, A. (2002). Impression management: Building and enhancing reputations at work. London: Thomson Learning. ISBN:1861529708. 13 p.
13. Schein, Edgar H. (1999). Corporate culture: Survival guide. San Francisco: Jossey- Bass. ISBN 0-7879-4699-0. 189 p.
14. Hunt, J.M., Weintraub, J.R. (2002). The Coaching Manager. London, Sage Publications. 240 p.
15. 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.
16. Hersey, P., Blanchard, K., Johnson, D. (1996). Management of Organizational Behavior. 7-th ed. Prentice Hall, Ch.6.62 p.
17. Katzenbach, J. R. (1997). The myth of the top management team. Harvard Business Review. November-December. p. 82-91
18. 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
19. Goleman, D., Boyatzis, R. McKee, A. (2007). Lyderystė. Kaip vadovauti pasitelkiant emocinį intelektą. Kaunas: Smaltijos leidykla. P. 91-112 (*Kaip tapti darniai vadovaujančiu lyderiu*).
20. Kets de Vries. (2007). Lyderis pas psichoanalitiką. V., Verslo žinios, 480 p.