**Al-Farabi Kazakh National University Autumn semester 2020-2021**

Content of Lectures on discipline **“Psychology of Management”** for 1-st Year Mastership Students of Natural Science Faculties

**Thematic block \*\* I – Theoretical Bases of Psychology of Management**

Lecture 1 **Introduction to psychology of management.** Goals, objectives, content, specificity of psychology of management. The main modern approaches to the definition of the object, subject, tasks of psychology of management. The relevance of the problems of psychology of management in various spheres of human practice. Sources of knowledge in psychology of management. Psychological essence and psychological nature of psychology of management. Management psychology as part of labor psychology. Substantial connections of management psychology with management, management theory, economics, sociology of organizations. Substantial connections of management psychology with other related psychological areas (social psychology, personality psychology, developmental psychology, organizational psychology, advertising psychology, etc.).

Lecture 2 **History of development of psychology of management.** The emergence and development of "classical theory of scientific management" (early XX century - late 20s). School of Scientific Management (1885-1920). F. Taylor "Principles of Scientific Management". Schools of management activity: school of scientific organization of labor (F. Taylor, P.I. Korzhentsev, A.K. Gostev and others) Administrative school or school of classical management (1920-1950). H. Fayol – founder of management psychology. School of "Human Relations" (1930-1950). The concept of a social person (E. Mayo, C. Barnard, M. Follett). The concept of human resources (D. McGregor, D. Likert). Psychological approach to organization management (P. Drucker, W. Ziegert, L. Lang, M. Woodcock, etc.)

Lecture 3 **Theoretical and methodological bases of psychology of management.**   
Methodological approaches to management: process, system, situational. Management in the context of the main directions of theories of psychological science: psychoanalytic, behavioristic and humanistic. The current state of psychology of management, the main problems and areas of research. Principles and methods of management psychology. Main characteristics of management. The concept of a law-trend. The laws of the formation of the subject of management, the laws of organizing activities, the laws of social influence. The basic concepts of management psychology: organization, personality, group, behavior, communication, management, leadership, leadership, power, management activities, management relations.

Lecture 4 **Research methods in psychology of management.** Peculiarities of the organization of research in the field of psychology of management. Scientific and practical value of research in the field of psychology of management. General scheme of the organization of research in psychology. General scientific and ethical problems of the organization of experimental research in psychology of management. The main methods of psychology of management: observation, questionnaire, experiment, conversation, interview, questionnaire, testing, content - analysis, role and business games, analysis of the results of management activities. Analysis of products of the manager's managerial work (regulatory and administrative documentation, instructions, orders, instructions, etc.). Specifics of selection of methods of empirical research in the field of psychology of management. The responsibility of a psychologist when covering the results of empirical research in the field of psychology of management.

**Thematic block \*\* II – Personality in Management System**

Lecture 5 **Personality in managerial interaction.** The **c**oncept of personality in modern psychology of management. Personality theories and the possibility of their use in management practice. Psychological structure of the personality. Cognitive, emotional-volitional and individual- typological traits of personality. Character traits of personality. Biographical characteristics (age, gender, socio-economic status, education).

Socialization, social status and social role of the individual in the organization. Dependence of the effectiveness of professional activity on the individual psychological characteristics of the individual. Expert assessment of psychological and professionally significant personality traits. Modular approach to professiography. Modeling and scaling of personal competencies in management.

Lecture 6 **Personality of the leader as a subject of organization manager.**   
Social-psychological foundations of the leader. Social roles of the head of the organization. Management and leadership. Socio-psychological requirements and management skills. Social and psychological foundations of managerial decision making. Social-psychological aspects of organization management. Image of the leader. Psychological aspects of the professional career of a leader.

The concept of management style. Classification of management styles. Psychological features of the manager's use of various management styles and their effectiveness. The concept of a partner style of managing an organization. The influence of management style on the socio-psychological climate and team building. Theory "X and Y" by D. MacGregor. Manager grill. A modern leader and his social responsibility.

Lecture 7 **Psychology of managerial decisions making.** Concept of management (organizational) decisions. Decision making as the most important component of management activities. Various approaches to decision making in psychology.

Typology of management decisions. Types of management decisions: by subject and object of decision-making; by the validity period; by the nature of the tasks being solved; by complexity; by the level of decision making; by repetition rate; by the degree of novelty; by the way of making a decision. Adoption and implementation of effective management decisions. Stages of developing management decisions. Requirements for management decisions. Forecasting the results of management decisions.

Lecture 8 **Motivation aspects of management**. The concept of motivation in psychology of management. Theoretical and methodological approaches to the problem of labor activity motivation. Motivation theories and their characteristics. Substantial (theories of A. Maslow, D. McCleland, F. Herzberg, F. Taylor, D. McGregor, Ouchi); Procedural (V. Vroom's theory of expectation, the theory of justice). Forms, types and levels of motivation. Labor motivation management. A system of methods for improving employee motivation and increasing labor productivity. Motivation and self-motivation. Motivational strategies and techniques. Motivational personality profile.

Lecture 9 **Personality and building up of business career in organization.** Social-psychological concept of "career". The evolution of the concept of career. Career types and stages. Career goal setting and career planning. Basic career models and strategies. Career success criteria and factors. Gender aspects of career.

Career management technologies. Career self-management. Diagnostics and development of personality career potential. Technologies for career advancement and assessment of the career potential of an individual. Career of a young specialist. Career crises in the early stages of career planning and technologies for overcoming them. The role of the university in supporting the career of young professionals. Psychological support of personality career management.

**Thematic block \*\* III – Communicative Processes in the Sphere of Management**

Lecture 10 **Psychology of business communication and professional intercourse.** Modern ideas about communication in professional activities. Communicative, interactive and perceptive aspects of business communication. Structure of communicative process. Verbal and non-verbal means in the communicative process: optical-kinetic, paralinguistic, extra-linguistic, spatial-temporal.

Communicative barriers and the main reasons for their occurrence. Barriers arising from the manager’s fault. The concept of feedback in communication, its role in business communication. Reflective and non-reflective listening. Inter-cultural communication in business communication. Forms of business communication. Business conversation, psychological prerequisites for its success. Psychological requirements for meeting, group discussion and public speaking.

Lecture 11 **Psychology of inter-action processes in organization and management situations.**   
Interpersonal perception in management activities. The main schemes and factors of interpersonal perception in the organization. The superiority factor, the attractiveness factor and the "attitude towards us" factor.

Mechanisms of perception formation in the organization. Interpersonal perception as identification. Social-psychological reflection. Empathy as understanding of the experiences of another person. Stereotyping as perception through characteristics of social group. The phenomenon of causal attribution. The effects of interpersonal perception: halo, novelty, primacy, edge. Self-presentation technologies in the organization.

Lecture 13 **Managing different emotional states.** Resource power of emotions and their impact on others. Ways to manage the emotional environment of the organization. Managing people based on emotion management. The concept and structure of "emotional intelligence" The importance of emotional intelligence for various professions and business tasks. Flexible leadership system based on emotional intelligence. Emotional competence of the leader. Possibilities for managing emotions in business interactions. Managing emotions when making decisions. Ways to manage organization’s emotional environment. Techniques of emotional state regulation. Techniques and methods for prevention of emotional burnout.

Lecture 14 **Psychology of managerial conflicts.** The concept and main types of managerial conflicts. The nature and cause of managerial conflicts. Constructive and destructive functions of administrative conflicts. Stages of conflict development. Participants and driving forces of managerial conflicts, their needs, interests and goals. Spatial-temporal boundaries of the conflict. Functions and consequences of the conflict.

Technology of managerial conflicts prevention. Technologies of rational behavior in conflict. Behavior in managerial conflicts: strategies of cooperation, rivalry, avoidance, withdrawal, cooperation. Resolution of administrative conflicts as a multi-stage process. Types of manipulators. Basic manipulative techniques. Personality in the process of manipulation. Negotiations as a way to resolve conflicts.

Lecture 15 **Psychological features of organization’s corporative culture.** Definition of corporative culture. Corporative culture: philosophy, mission. Main characteristics and structure of corporative culture. Functions of corporative culture. Power of corporative culture (R. Daft's questionnaire).

Types of corporative culture – clan, bureaucratic, market, adhocratic. Indicators of corporative culture and organizational culture identification. Basic elements of corporative culture: values, expectations and basic requirements. Organizational culture and the leader of the organization (E. Shane). Formation of corporative culture, its basic principles. Diagnostics of organization’s corporative culture.

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**Psychology of intercultural communication.** Intercultural communication in business. Features of national business cultures: individualism-collectivism, power distance, masculinity-femininity, avoidance of uncertainty (G. Triandis).

Cross-cultural management (G. Hofstede). National and International in Intercultural Management. The factor of cultural affiliation in the situation of international business communication. Culture shock and cultural adaptation. Interaction of languages ​​and cultures in a modern organization. Intercultural business meetings, negotiations, press conferences, meetings: rules for preparation and conduct. International Protocol. Ways to resolve intercultural conflicts in the business sphere.