

# SYLLABUS

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INTERNATIONAL  
EUROPEAN UNIVERSITY



EUROPEAN SCHOOL  
OF BUSINESS

# SYLLABUS

<b>Course and educational program</b> 	Psychology of Management Management EP 
<b>Course description</b>	<p>The course aims to provide students with a deep understanding of how psychological principles influence leadership and managerial activities. By exploring both theoretical frameworks and practical tools, students will learn how to navigate complex interpersonal and organizational dynamics.</p>
<b>Prerequisites for studying</b>	<p>Psychology of Management is an interdisciplinary course that combines elements of psychology, leadership, and organizational behavior to equip students with the knowledge and skills necessary for effective leadership and management in various organizational contexts.</p>
<b>Number of credits/hours</b>	3 ECTS credits / 90 academic hours
<b>Learning format</b>	Blended learning
<b>Classroom location</b>	<a href="https://meet.google.com/mfd-wzmp-xqv?authuser=0&amp;hs=179">https://meet.google.com/mfd-wzmp-xqv?authuser=0&amp;hs=179</a>
<b>Lecturer's full name</b>	<b>Vladyslav Pavlov</b> , Doctor of Economics, Associate Professor, Professor at the Department of Management, Finance and Business Administration
<b>Department</b>	Department of Management, Finance and Business Administration:
<b>Office location</b>	42V Akademika Hlushkova Ave., Kyiv, room 511
<b>Consulting</b>	Every Tuesday from 2 p.m. to 3:30 p.m. by appointment via corporate e-mail
<b>Lecturer's e-mail address</b>	<a href="mailto:v.pavlov@ieu.edu.ua">v.pavlov@ieu.edu.ua</a>
<b>Course objectives</b>	<p>The discipline focuses on understanding human behavior in professional settings, developing interpersonal skills, and mastering techniques to foster productive and harmonious work environments.</p>

<b>Role of the academic discipline in achieving program learning outcomes</b>	<p style="text-align: center;"><i>Specialty: 073 Management</i></p> <p>PLO 3. To show knowledge of theories and methods and functions of psychological concepts.</p> <p>PLO 5. To describe the management psychology as a whole.</p> <p>PLO 7. To determine theories of leadership and management.</p> <p>PLO 8. To apply motivation and emotional intelligence principles in leadership.</p>
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	<p>PLO 11. To show skills in analyzing the situation and carrying out communications in different areas of team activities.</p> <p>PLO 20. To show skills in applying psychological methods.</p>
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>- Develop effective leadership strategies</li> <li>- To motivate teams and individuals for improved performance;</li> <li>- To apply psychological insights to improve decision-making and influence</li> </ul>
<b>Course content</b>	<p><b>List of topics</b></p> <ol style="list-style-type: none"> <li>1. Leadership Styles and Managerial Roles</li> <li>2. Psychological Laws of Management</li> <li>3. Motivation in Management</li> <li>4. Emotional Intelligence in Leadership</li> <li>5. Building a Positive Social-Psychological Climate in Teams</li> <li>6. Conflict Management and Resolution in Workplace Settings</li> <li>7. Psychological Aspects of Decision-Making in Management</li> <li>8. Psychological Tools for Managing Stress in Leadership</li> <li>9. The Role of Psychological Principles in Organizational Development</li> <li>10. Psychological Approaches to Team Building</li> </ol>
<b>Books and materials</b>	<ol style="list-style-type: none"> <li>1. <b>Emotional Intelligence: Why It Can Matter More Than IQ</b> by Daniel Goleman.</li> <li>2. <b>Leadership and Self-Deception: Getting Out of the Box</b> by The Arbinger Institute.</li> <li>3. <b>Drive: The Surprising Truth About What Motivates Us</b> by Daniel H. Pink.</li> <li>4. <b>Crucial Conversations: Tools for Talking When Stakes Are High</b> by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler.</li> <li>5. <b>The Five Dysfunctions of a Team: A Leadership Fable</b> by Patrick Lencioni.</li> </ol>
<b>Technical requirements for the course</b>	<p>To work on the Psychology of Management course, you need regular access to a computer (or phone) and the Internet.</p> <p>In order to successfully study and pass the course exam, you should first explore the distance learning platform (Moodle) and study all folders that already contain or will contain information or materials for the course. You will also have to download and create documents, watch</p>

	<p>videos, or create them.</p> <p>You can use distance platforms only using corporate e-mail.</p> <p>If you are unable to attend the course, you should notify the Dean's Office or your class representative or the course lecturer directly.</p>
<b>Learning process</b>	<p>The Psychology of Management course consists of lectures and practical classes.</p>

Lectures use the following training methods:  
*lecture, conversation lecture, discussion, discussion of problematic issues, demonstration, analysis of various situations according to the lecture topic.*

Practical classes use the following training methods:  
*questioning, testing, performing individual and team tasks, case studies, preparing reports and presentations, performing analytical and calculation works, solving specific problems and situations, brainstorming.*



**Discipline features**

Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/professional training/elective
1 semester	7 <sup>th</sup> semester	available	4 <sup>th</sup> year	Professional training

**Assessment policy**

You will have various ways to show your knowledge and skills during the semester. This includes how you attend classes, how and what you contribute to class discussions, how you perform and submit practical tasks and tests on time, how you perform independent work tasks, as well as your ability to present your report. Additionally, you have the opportunity to complete an individual research task performed individually or in a small group in the form of a student research paper.

Activities during the semester	Maximum amount of points during the semester
Currentwork(attendance,oral questioning, solving calculation problems and tasks, situational exercises)	15
Reports with presentation (3 pcs.)	10
Tests (4 pcs.)	10
Modular test work (2 pcs.)	15
Individual research task (admission to the exam)	10
<b>Total</b>	<b>60</b>

## Grading scale

The minimum amount of points that should be obtained by students for current educational activities during a semester to be admitted to the final control is 36 points. The grade for the discipline is defined as a sum of the final points for current activities and the points for the final control and is expressed due to the multipoint scale.

The grade for the discipline completing with the exam is determined as the sum of points for current learning activities (at least 36), points for individual independent work of students (no more than 6) and points for the exam (at least 24).

The overall points of the discipline are 100. The total grade for the discipline is given according to the national and European scale.

The final control in the form of an exam is carried out after learning all the topics of the discipline, during the examination session.

The overall final grade in points according to the national and ECTS scales is put into the examination and test register, academic card and credit book of students.

### National and ECTS grading scale

Sum of points for all types of educational activities	ECTS grade	Grade according to the national scale	
		for exam, term paper, practical training	for Pass/Fail test
90-100	A	excellent	pass
82-89	B	good	
74-81	C		
66-73	D	satisfactory	
60-65	E		
30-59	FX	fail with possible repeated pass	fail with possible repeated pass
1-29	F	fail with obligatory repeated learning of the discipline	fail with obligatory repeated learning of the discipline

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## How to find out your grade

To check your grades for tasks and read your lecturer's comments, you should check appropriate tabs on Moodle distance learning platforms. You can also obtain information about your grades directly from the course lecturer via corporate e-mail or by appointment on consulting days (room 511).

## Course policy

To ensure fruitful learning and cognitive activities of students while studying the discipline, one holds relevant lectures and seminars in the form of presentations, group work and discussion seminars.

During classes and at the University, students should respect lecturers, staff and other students, attend classes according to the schedule, come on time and not leave classes without lecturer's permission. All academic assignments should be performed by the deadlines.

The teaching staff should constantly advance their professional level, teaching skills, general culture, as well as provide students with appropriate conditions for learning educational programs according to the requirements for the content, level and capacity of education, and encourage their comprehensive professional development. Lecturers should follow the curriculum, not be late for classes, not allow any manifestations of corruption, discrimination, bullying, harassment and infringement of the students' rights.

Students who miss the current control for *valid reasons* confirmed by documents have the right to take current control **within two weeks** after returning to studying.

Students who have missed classes *without valid reasons*, have not participated in current control activities, have not liquidated academic failure are not admitted to the final semester control of this discipline. In this case, an academic staff member puts a mark 'non-admission' in the exam record.

Repeated taking of the exam in the discipline is appointed in case of accomplishing all types of educational, independent (individual) work stipulated by the working program of the academic discipline and is carried out according to the approved schedule of academic failure liquidation.

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All participants in the educational process rely on the academic integrity principles.

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**Late task performance, correction of grades, making up missed classes**

Tasks should be submitted via Moodle by the deadlines stipulated in the course schedule on our website. Most tasks should be performed by 9 a.m. on the day of the next class to coordinate them with the course content and group activities. It is best practice to perform tasks as soon as possible after receiving them so that you have enough time to take an active part in the class.

If you need more time to perform the task, flexible deadlines are available. Completed tasks will be accepted until full credit until the last scheduled class in the discipline. Afterwards, the 40% partial credit based on the grade will be awarded within a week after the last day of class. Tasks that are not submitted at all will receive 0.

If you are going to miss classes for more than one week due to illness or other reasons, please contact your lecturer to arrange alternative options for performing tasks.

Note: deadlines work both ways, and meeting them ensures that your lecturer will provide prompt feedback on your tasks to make sure you keep up with the course.

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**Lecturer's response time**

Via corporate e-mail, within 24 hours.

**Efficient communication**

Efficient communication is a two-way street!!!  
Therefore, the main recommendations for efficient communication include: corporate e-mail directly to the course lecturer; personal communication with classmates via social media/corporate e-mails/mobile phones; communication directly in the course on the Moodle distance platform; and a face-to-face meeting with the lecturer on consulting days.

**Policy of publication and distribution of course materials**

Students are not allowed to post, publish, sell, or otherwise publicly distribute course materials without the written permission of the lecturer.  
Such materials include, but are not limited to: lecture notes, lecture slides, video or audio recordings, tasks, problem sets, exams, other students' work, and answer keys.  
Students who sell, post, publish, or distribute course materials without written permission in order to get answers or otherwise can be subject to disciplinary action, up to and including being required to withdraw from the course. Besides, students are not allowed to make video or

	audio recordings of the class for their own use without the written permission of the lecturer.	
<b>Expected student workload and engagement</b>	<p>During this course, you should allocate some hours for independent study of some lecture materials in accordance with the course topics (approximately 5-6 hours per week).</p> <p>If you face circumstances requiring you to spend more time on any of the tasks, please inform your lecturer by e-mail.</p> <p>The deadline for submission can be extended only if the lecturer is informed in advance that you will not be able to submit the task on time. Students are expected to have a backup plan in case of computer malfunctions or Internet outages.</p>	
<b>Support services</b>	E-schedule Library Supervisor Repository Dean's Office	
<b>Course schedule</b>	<b>Lecture topic</b>	<b>Practical classes</b>
	<b>Topic 1.</b> Leadership Styles and Managerial Roles	<ol style="list-style-type: none"> <li>1. <i>Oral questioning</i></li> <li>2. <i>Practical tasks</i></li> </ol>
	<b>Topic 2.</b> Psychological Laws of Management	<ol style="list-style-type: none"> <li>3. <i>Homework tasks</i></li> <li>4. <i>Checking questions submitted for independent study</i></li> <li>5. <i>Writing a report</i></li> <li>6. <i>Tests</i></li> </ol>
	<b>Topic 3.</b> Motivation in Management	<ol style="list-style-type: none"> <li>1. <i>Oral questioning</i></li> <li>2. <i>Solving practical tasks</i></li> <li>3. <i>Homework tasks</i></li> <li>4. <i>Checking questions submitted for independent study</i></li> <li>5. <i>Tests</i></li> </ol>
	<b>Topic 4.</b> Emotional Intelligence in Leadership	<ol style="list-style-type: none"> <li>1. <i>Oral questioning</i></li> <li>2. <i>Solving practical tasks</i></li> <li>3. <i>Homework tasks</i></li> <li>4. <i>Discussion</i></li> <li>5. <i>Tests</i></li> </ol>
	<b>Topic 5.</b> Building a Positive Social-Psychological Climate in Teams	<ol style="list-style-type: none"> <li>1. <i>Oral questioning</i></li> <li>2. <i>Solving practical tasks</i></li> <li>3. <i>Homework tasks</i></li> <li>4. <i>Situational tasks</i></li> <li>5. <i>Tests</i></li> </ol>

	<b>Topic 6.</b> Conflict Management and Resolution in Workplace Settings.	<ol style="list-style-type: none"> <li>1. Oral questioning</li> <li>2. Solving practical tasks</li> <li>3. Homework tasks</li> </ol>
		<ol style="list-style-type: none"> <li>4. Checking questions submitted for independent study</li> <li>5. Test work</li> </ol>
	<b>Topic 7.</b> Psychological Aspects of Decision-Making in Management.	<ol style="list-style-type: none"> <li>1. Oral questioning</li> <li>2. Solving practical tasks</li> <li>3. Homework tasks</li> <li>4. Checking questions submitted for independent study</li> <li>5. Presentation of reports</li> </ol>
	<b>Topic 8.</b> Psychological Tools for Managing Stress in Leadership.	<ol style="list-style-type: none"> <li>1. Oral questioning</li> <li>2. Solving practical and situational tasks</li> <li>3. Homework tasks</li> <li>4. Discussion</li> <li>5. Tests</li> </ol>
	<b>Topic 9.</b> The Role of Psychological Principles in Organizational Development	<ol style="list-style-type: none"> <li>1. Oral questioning</li> <li>2. Solving practical and situational tasks</li> <li>3. Homework tasks</li> <li>4. Checking questions submitted for independent study</li> <li>5. Tests</li> </ol>
	<b>Topic 10.</b> Psychological Approaches to Team Building	<ol style="list-style-type: none"> <li>1. Oral questioning</li> <li>2. Solving practical and situational tasks</li> <li>3. Homework tasks</li> </ol>
		4. Discussion
		5. Tests
<b>Tips on successful study during the</b>	If you want to succeed in this discipline, you should be:	
	- persistent, attentive and curious;	
	- creative, cheerful, and open to communication and discussions;	
<b>course</b>		

- ready to acquire information and knowledge about the subject  
not only during lectures but also during extracurricular activities.

**See you at classes!**

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