

管理心理学：心理学在企业管理中的应用
Management Psychology
(6 课时,6 hours)

课程推荐

本课程被清华大学 MBA 总裁班评为最受欢迎的通识课程。用一句话评价本课程，是“用心理学的视角重新认识管理”。

Recommendation

This course was rated as the most popular general education course by Tsinghua University EMBA. To summary this course in one sentence is to "re-understand management from the perspective of psychology".

课程综述：

随着心理学的科学化，当代心理学，已经成为了自然科学家和社会科学的基础学科。作为基础学科，心理学拥有和物理、化学一样的地位，它会制约和引导下游学科的方向。例如经济学、社会学、管理学，都是心理学的下游学科。由于心理学的基础性和导向性，心理学知识，成为了管理者的必备素养；心理技能，也成为了领导者的通用技能。

在实践中，管理心理学能实现四项价值，即促进团队绩效、提升领导技能、改善工作环境、顺应社会趋势（如下图所示）。本课程是从上述四个方面，阐述管理心理学的原理及应用。



Overview

With the scientization of psychology, contemporary psychology has become a basic subject of science. As a basic science, psychology has the same status as physics and chemistry, and it will restrict and guide the

direction of downstream sciences. For example, economics, sociology, and management are all downstream disciplines of psychology. Due to the basic and oriented nature of psychology, psychological knowledge has become a necessary background for managers; psychological skills have also become common skills for leaders.

In practice, management psychology can achieve four values, namely, promoting team performance, improving leadership skills, improving the working environment, and conforming to social trends (as shown in the figure below). Aligning with the four aspects, this course introduces the principles and applications of management psychology.

学员收益：

1. 拓展知识领域：了解心理学对管理的意义
2. 提升管理效率：优化影响效率的心理因素
3. 丰富领导技能：掌握符合心理的领导技能
4. 预见发展趋势：预见未来管理的心理趋势

Benefits

1. Expand knowledge domain: understand the significance of psychology
2. Improve management efficiency: optimize the psychological factors
3. Enrich leadership skills: master psychological leadership skills
4. Foresee the development trend: foresee the psychological trend

课程特色

1. 案例教学：以丰富的案例，讲述管理心理学的四个维度，让学员迅速理解相关的核心知识。
2. 情景演练：以精心的演练，让学员结合工作场景，演练相关技能，让学员迅速掌握相关技能。

Features

1. Perceptible: By case study, this course provides a stereoscopic profile of management psychology.
2. Practical: By scenario exercise, this course shapes skills related with management psychology.

内容目录

- 第一章 概述：从心理角度认识知识体系 (0.5 课时)
- 第二章 演化：从心理角度了解管理演化 (0.5 课时)
- 第三章 绩效：从心理角度优化绩效因素 (2 课时)
- 第四章 技能：从心理角度提升管理技能 (2 课时)
- 第五章 环境：从心理角度改善工作环境 (0.5 课时)
- 第六章 趋势：从心理角度预见管理趋势 (0.5 课时)

Content

Chapter 1 Overview: Reviewing science from a psychological perspective
Chapter 2 Evolution: Reviewing management from a psychological perspective
Chapter 3 Performance: Optimizing psychological factors of performance
Chapter 4 Skills: Improving psychological skills of management
Chapter 5 Environment: Improving the psychological environment
Chapter 6 Trends: Foresee management trends from a psychological perspective

目标学员

成熟企业的中高层经理、创业公司的创始团队

Intended participates

Top managers of established companies, executive team of startup companies.

课堂形式

研习班，班级最佳人数为 35 人

Course format

Workshop, recommended number of class members is 35.

课堂练习

小组练习 1：工作分解的技巧练习（20 分钟）
小组练习 2：倾听和激励技巧练习（20 分钟）
小组练习 3：团队指令的技巧练习（20 分钟）

Classroom exercise

1. Work breakdown skills exercise (20 minutes)
2. Listening and motivating exercise (20 minutes)
3. Team instructing exercise (20 minutes)

课程进度

上午 9：00—12：00

第一章 概述：从心理角度认识知识体系
第二章 演化：从心理角度了解管理演化
第三章 绩效：从心理角度优化绩效因素

下午 13：30—16：30

第四章 技能：从心理角度提升管理技能
第五章 氛围：从心理角度改善工作氛围
第六章 趋势：从心理角度预见管理趋势

Scheduling

9:00-12:00 AM

Chapter 1 Overview: Reviewing science from a psychological perspective

Chapter 2 Evolution: Reviewing management from a psychological perspective

Chapter 3 Performance: Optimizing psychological factors of performance

13:30-16:30 PM

Chapter 4 Skills: Improving psychological skills of management

Chapter 5 Environment: Improving the psychological environment

Chapter 6 Trends: Foresee management trends from a psychological perspective

课程大纲：

第一章 概述：从心理角度认识知识体系

课前思考：心理学和管理学，哪一门学科更加基础？

一 什么是基础学科

1. 学科体系：上游学科、前位学科
2. 学科序列：硬科学、软科学、准科学、类科学

二 什么是心理学

1. 研究对象：心理学的研究对象，行为和认知
2. 研究层面：心理学的六个研究层面

三 心理学的三重性

1. 知识：客观的知识体系
2. 技能：作用于外的技能
3. 能力：作用于内的能力

➤ 本章教学目标：让学员了解心理学为什么是基础科学

Course outline

Chapter 1 Overview: Reviewing science from a psychological perspective

Pre-training question: Which subject is more basic, psychology or management?

1. What is basic science
 - a) Disciplinary system: upstream disciplines, former disciplines
 - b) Discipline sequence: hard science, soft science, sub- and quasi-science
 2. what is psychology
 - a) Object: the research object of psychology, behavior and cognition
 - b) Level: six research levels of psychology
 3. The features of psychology
 - a) Knowledge: Objective knowledge system
 - b) Skills: Skills to apply to the outside
 - c) Ability: Ability to apply to oneself
- Benefits from this chapter: understanding psychology as a basic science

第二章 演化：从心理角度了解管理演化

课前思考：人的工作本性是勤奋，还是懒惰？

一 什么是管理心理学

1. 效率科学：如何提高工作效率
2. 人性科学：如何改善心理感受

二 管理心理学的里程碑

1. 经济人假设：科学管理运动
 2. 社会人假设：霍桑工厂实验
 3. 上进人假设：需求五层次理论
 4. 自主人假设：X理论与Y理论
 5. 成就人假设：动机双因素理论
 6. 兴趣人假设：工作特性理论
- ✓ 案例讲解：心理学对管理的推动

➤ 本章教学目标：让学员了解管理心理学的发展过程

Chapter 2 Evolution: Reviewing management from a psychological perspective

Pre-training question: Is the human nature of work diligence or laziness?

1. what is management psychology
 - a) Efficiency science: how to improve work efficiency
 - b) Human Science: How to Improve Mental Feelings
 2. Human nature assumptions in management psychology
 - a) Economic man: Scientific Management Movement
 - b) Social man: Hawthorne Factory Experiment
 - c) Self-motivated man: Hierarchy of needs
 - d) Autonomous man: Theory X and Theory Y
 - e) Pursuing man: two-factor theory of motivation
 - f) Interested man: job characteristic theory
- ✓ Case explanation: Psychology's promotion of management
- Benefits from this chapter: understanding the evolution of management psychology

第三章 绩效：从心理角度优化绩效因素

课前思考：绩效改进，主要靠勤奋还是靠智慧？

一 哪些心理因素会影响工作效率

1. 属事因素：程序、流程、信息、工具
2. 属人因素：感受、学习、能力、态度

二 哪些属人因素要重点管理

1. 学习过程：工作怎样从陌生到熟悉
2. 融入过程：团队怎样从排斥到归属
3. 提高过程：技能怎么从良好到卓越
4. 发展过程：能力怎么从局部到全面

三 哪些属事因素要重点管理

1. 工作分解：工作任务怎么有效分解
 2. 程序改进：工作方法怎么持续改进
 3. 信息简化：怎样能让信息易于传播
 4. 工具优化：怎样能让工具易于使用
- ✓ 案例讲解：人人都参与的精益管理
 - 小组练习 1：工作分解的技巧练习

➤ 本章教学目标：让学员了解影响绩效的心理因素

Chapter 3 Performance: Optimizing psychological factors of performance

Pre-training question: Is diligence the main source of performance?

1. What psychological factors will affect work efficiency?
 - a) Matter factors: procedures, processes, information, tools
 - b) Human factors: feelings, learning, ability, attitude
 2. Which human factors should be focused on management?
 - a) Learning process: how to make the work from unfamiliar to familiar
 - b) Integration process: how the team goes from rejection to integration
 - c) Improvement process: how to improve skills from good to excellent
 - d) Development process: How to achieve comprehensive ability
 3. Which matter factors should be managed?
 - a) Work breakdown: how to effectively breakdown tasks
 - b) Process improvement: how to continuously improve working methods
 - c) Information simplification: how to make information easy to spread
 - d) Tool optimization: how to make tools easy to use
 - ✓ Case study: the Lean management of total participation
 - Group exercise 1: Work breakdown skills exercise
- Benefits from this chapter: understanding the psychological factors that affect performance

第四章 技能：从心理角度提升管理技能

课前思考：如何给管理技能分类？

一 如何提高工作中的人际技能

1. 倾听技巧：如何增加团队的凝聚力
2. 表达能力：如何提高下属的理解力
3. 激励方式：如何引导下属主动成长
4. 行为纠正：如何推动下属积极改善
 - 小组练习 2：倾听和激励技巧练习

二 如何提高工作中的概念技能

1. 计划能力：如何提高思维的计划性
2. 判断能力：如何提高判断的准确性
3. 分析能力：如何提高分析的深刻性
4. 决策能力：如何提高决策的有效性

三 管理者需要哪些关键技能

1. 联动设置：怎样让团队工作更高效
2. 升维规划：怎么让团队视野更开阔
 - 小组练习 3：团队指令的技巧练习

➤ 本章教学目标：让学员掌握符合心理的领导技能

Chapter 4 Skills: Improving psychological skills of management

Pre-training question: How to classify management skills?

1. How to improve human skills

- a) Listening skills: how to increase team cohesion
- b) Expressing skills: how to improve the understanding of subordinates
- c) Incentive skills: how to guide subordinates' development
- d) Correcting skills: how to correct subordinates' working behavior
 - Group exercise 2: Practice listening and motivational skills

2. How to improve conceptual skills

- a) Planning ability: how to improve the planning of thinking
- b) Judgment ability: how to improve the accuracy of judgment
- c) Analytical ability: how to improve the depth of analysis
- d) Decision-making ability: how to improve the effectiveness of decision

3. Key skills that managers need

- a) Linkage settings: how to make team work more efficient
- b) Upgrading planning: how to make the team's vision wider
 - Group exercise 3: Skills exercise of team instruction

➤ Benefits from this chapter: mastering the psychological skills of management

第五章 环境：从心理角度改善工作环境

课前思考：人们喜欢什么样的工作环境？

一 什么是工作环境

1. 物理环境：物化的外在空间
2. 感受环境：个人的内在感受
3. 人际环境：人际的互动感受

二 感受环境的改善

1. 情绪改善：情绪感受有哪些共情
 2. 审美改善：审美体验有哪些共性
 3. 角色改善：个人对环境的主导性
- ✓ 案例讲解：个人主导性对寿命的影响

三 人际环境的改善

1. 互动改善：人际互动有哪些共性
 2. 身份改善：对象身份有哪些共性
 3. 信念改善：人际信念有哪些共性
- ✓ 案例讲解：对象身份对归属感的影响

➤ 本章教学目标：让学员了解改善工作氛围的方法技巧

Chapter 5 Environment: Improving the psychological environment

Pre-training question: What kind of work environment do people like?

1. What is the working environment?
 - a) Physical environment: materialized external space
 - b) Sensory environment: personal inner feelings
 - c) Interpersonal environment: interpersonal interaction feelings
 2. Improving the sensory environment
 - a) Emotional improvement: empathy of emotional feelings
 - b) Aesthetic improvement: commonalities of aesthetic experience
 - c) Role improvement: dominance of the environment

✓ Case study: the influence of personal dominance on life longevity
 3. Improving interpersonal environment
 - a) Interaction improvement: commonalities in interpersonal interaction
 - b) Identity improvement: commonalities of the self-identity
 - c) Faith improvement: commonalities of interpersonal beliefs

✓ Case explanation: the influence of object identity on sense of belonging
- Benefits from this chapter: understanding the methods and skills to improve the working environment.

第六章 趋势：从心理角度预见管理趋势

课前思考：下一代人会喜欢什么样的公司？

一 当代管理心理学有哪些特色

1. 管理革命：以积极情绪为中心的管理变革
2. 集体智商：以专业知识为基础的决策变革

二 未来管理心理学的可能趋势

1. 人际边界：人与人之间的边界意识加强
2. 人格假设：基于独立人格的社会学假设
3. 契约等级：情景化和契约化的组织等级
4. 多元价值：基于人性的多元价值观并存
5. 分布决策：专业分工形成的分布式决策

➤ 本章教学目标：让学员预见管理心理学的发展方向

Chapter 6 Trends: Foresee management trends from a psychological perspective

Pre-training question: What kind of company will the next generation like?

1. What are the characteristics of contemporary management psychology?
 - a) Management revolution: management focuses on positive emotions
 - b) Collective IQ: decision-making bases on professional knowledge
 2. Possible trends in future management psychology
 - a) Interpersonal boundary: the boundary awareness is strengthened
 - b) Personality assumption: society is based on independent personality
 - c) Contract hierarchy: organizational hierarchy is based on contract
 - d) Multiple values: coexistence of multiple values based on human nature
 - e) Distributed decision: decision is distributed by profession
- Benefits from this chapter: foreseeing the development of management psychology.