

# VILNIUS GEDIMINAS TECHNICAL UNIVERSITY STUDY MODULE CARD

## Department of Management

### A dalis

Modulio pavadinimas  
**Valdymo sprendimų teorija**

Module title  
**Management Decision-Making Theory**

<b>Modulio grupė</b>	Studijų dalyko
<b>Modulio blokas</b>	Doktorantūros specialybės dalykai
<b>Priklausomybė</b>	Katedros

<b>Mokslų krypties ir srities kodas</b>		<b>Studijos</b>
<b>S 003</b>	<b>S 000</b>	<b>Doktorantūros</b>

<b>Module code</b>					<b>Credits</b>		<b>Form of evaluation</b>			
Faculty	Department	B, A, M, I, D	Module No.*		Total	Iš jų: KD, KS, KP	I, E1, E2, E, BE, BD, TD, A KD, KS, KP			
V	V	V	K	D	21001	6	0	E		

\* modulio registracijos numeris katedroje

Studijų forma	Paskaitoms	Lab. darbas	Pratyboms	Aud. darbai	Sav. darbai	Iš viso
Nuolatinės studijos	F 36	0	24	60	100	160
Išštinės studijos	I					

#### Modulio tikslas

Išsivirti valdymo sprendimų teoriją ir metodus.

#### Aim of module

To master management decision-making theory and methods.

#### Suteikiamos žinios ir gebėjimai

Suteikti žinių apie valdymo sprendimų modelius, metodus ir technikas, ugdyti gebėjimą jas taikyti sprendžiant įvairias organizacijų valdymo problemas.

#### Provided knowledge and skills

Knowledge on the models, methods and techniques of decision-making, the development of the abilities of its application for the solution of different organizational management problems.

#### Modulio anotacija

Kurso metu pateikiamas valdymo sprendimų procesas, aptariamoms sąlygoms (aplinkos įtaka), analizuojami valdymo sprendimų modeliai, gilinami grupės sprendimų priėmimo ypatumus, analizuojami kiekybiniai ir kokybiniai sprendimų priėmimo metodai ir technikos, daugiakriterinių metodų taikymo galimybės priimanant valdymo sprendimus organizacijose.

#### Module annotation

The course presents the management decision process, discusses the conditions (environmental impact), analyzes management decision-making models, delves into the peculiarities of group decision making, analyzes quantitative and qualitative decision-making methods and techniques, the application of multi-criteria methods in making management decisions in organisations.

#### Literature (author, title of publication, publisher, year)

- Anne, O.; Aleknavičiūtė, D.; Paulauskienė, T.; Viederytė, R.; Stasiškienė, Ž.; Abele, L. 2020. The Analysis of EMAS Efficiency in Industrial Companies: A Case of Lithuania. Environmental Research, Engineering & Management. 2020, 76 (2), 111-117. DOI: 10.5755/j01.erem.76.2.25411
- Boddy D. 2020. Management: using practice and theory to develop skill. Harlow, England: Pearson.
- Chorusa, C.G.; Liebeb, U.; Meyerhoff, J. 2021. Models of moral decision making: Theory and empirical applications in various domains, Journal of Choice Modelling, Volume 39, June 2021, <https://doi.org/10.1016/j.joem.2021.100280>
- Curwin, J. 2013. Quantitative methods for business decisions. Andover : Cengage Learning.
- De Winnaar, K. and Scholtz, F. 2020. Entrepreneurial decision-making: new conceptual perspectives", Management Decision, Vol. 58 No. 7, pp. 1283-1300. <https://doi.org/10.1108/MD-11-2017-1152>
- Fisun, K.; Naumenko, M.; Bortnyk, N. (2018). PRICE OF THE EFFICIENCY OF FUNCTIONING OF ORGANIZATIONAL SYSTEMS USING EXPERT METHODS. BALTIC JOURNAL OF ECONOMIC STUDIES, 4 (3), 325-332.
- Golenski, W. (2016.) Effectiveness and Efficiency of Social Economy Organizations. International Scientific Conference on Development and Administration of Border Areas of the Czech Republic and Poland Location: Ostrava, CZECH REPUBLIC Date: SEP 21-22, 2016.
- Kaner, S.; Lind, L.; Toldi, K.; Fisk, S.; Berger, D. 2018. Grupinio sprendimų priėmimo vadovas fasilitatoriams. Vilnius: Eugrimas.
- Krylov, S.; Ilysheva, N. (2016). INNOVATIVE ORGANIZATION ACTIVITY ANALYSIS BY MEANS OF THE BALANCED SCORECARD, 10th International Days of Statistics and Economics Location: Prague, CZECH REPUBLIC. Date: SEP 08-10, 2016.
- Multiple-criteria decision-making (MCDM) techniques for business processes information management / [edited by] Edmundas Kazimieras Zavadskas, Jurgita Antucheviciene, Prasenjit Chatterjee. 2019. Basel: MDPI.
- Saaty, Th. L., Vargas L.G. 2013. Decision making with the analytic network process :economic, political, social and technological applications with benefits, opportunities, costs and risks. New York, NY: Springer
- Scandura, T. A.; Gower, K. 2021. Management today: best practices for the modern workplace. Los Angeles: SAGE. 560 p.
- M. Teresa Balaguer-Coll & Diego Prior (2009) Short- and long-term evaluation of efficiency and quality. An application to Spanish municipalities, Applied Economics, 41:23, 2991-3002, DOI: 10.1080/00036840701351923
- Saaty, Th. L. 2015. <https://doi.org/10.1080/00036840701351923>
- Howieson B. 2014. Public and third sector leadership :experience speaks. Bingley: Emerald.
- Lane J. E. 2009. State Management. London: Routledge.



**Modulio sudarytojai** (vardas,pavardė)

Živilė Jezerskė

**Module examiners** (name, surname):

Laima Jesevičiūtė-Ufartienė

Ilona Skačkauskienė

**Katedros vedėjas** (vardas, pavardė):

Renata Korsakienė

**Doktorantūros komisijos nutarimas**

1. Modulis atestuojamas			
2. Modulis skirtas mokslo krypčiai:	<b>Vadyba</b>		
3. Modulio atestacija galioja: nuo	2025-02-17	iki	2030-02-17

**Modulį atestavo**

**Mokslo krypties doktorantūros komisijos pirmininkas** (vardas, pavardė)

Ilona Skačkauskienė

Data

2025-04-04

# VILNIUS GEDIMINAS TECHNICAL UNIVERSITY STUDY MODULE CARD

Vadybos katedra

## B dalis

Modulio pavadinimas

**Valdymo sprendimų teorija**

Module title

**Management Decision-Making Theory**

Modulio kodas

Kreditai

Atsiskaitymo forma

Fakultetas Katedra B, A, M, I, D

Modulio Nr.\*

Iš viso:

Iš jų: KD, KS, KP

I, E1, E2, E, BE, BD, TD, A KD, KS, KP

V	V	V	K	D	21001	6	0	E	
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\* modulio registracijos numeris katedroje

Studijų forma

Paskaitoms

Lab. darbams

Pratyboms

Aud. darbui

Sav. darbui

Iš viso

Nuolatinės studijos	F	36	0	24	60	100	160
Iššęstinės studijos	I						

### List of the Course lecture topics

Lecture topics	Number of hours			
	NL(S)	I(S)	I(S)	NL(T)
1. Introduction to Management decision making course.	4		4	
2. Rational, emotional or intuitive decisions. Decision-making process, types of decisions.	6		6	
3. Normative and prescriptive perspective of decision-making. Rational, political, administrative (incremental), garbage-can models. Synergistic view of theoretical	6		6	
4. Hierarchy of decision-making: strategic, tactical and operative organisational decisions.	4		4	
5. Group decision making. Vroom and Yetton's decision model, Janis' groupthink. Techniques of decision making.	4		4	
6. Quantitative decision making methods.	4		4	
7. Qualitative decision making methods.	4		4	
8. Multi-criteria methods in making management decisions in organisations.	4		4	
<b>In total:</b>	<b>36</b>		<b>36</b>	

### List of the Course exercise topics

Lecture topics	Number of hours			
	NL(S)	I(S)	I(S)	NL(T)
1. Analysis of decision-making process. Analysis of environment and its impact on decision making performance.	4		4	
2. Critical analysis of decision making models and its application issues.	4		4	
3. Comparative analysis of strategic, tactical and operative organisational decision-making.	4		4	

4. Peculiarities of group decision making models application.	4		4	
5. Possibilities of the application of quantitative and qualitative decision making methods for solving organisation's management problems.	4		4	
6. The application of multi-criteria methods in making management decisions in organisations.	4		4	
<b>In total:</b>	<b>24</b>		<b>24</b>	

**Compilers of the module** (name,surname)**Modulio egzaminuotojai** (vardas, pavardė): **Katedros vedėjas** (vardas, pavardė):

Živilė Jezerskė

Laima Jesevičiūtė-Ufartienė

Renata Korsakienė

Ilona Skačkauskienė

#### **Doktorantūros komisijos nutarimas**

1. Modulis atestuojamas				
2. Modulis skirtas mokslo krypties:	<b>Vadyba</b>			
3. Modulio atestacija galioja: nuo	2025-02-17	iki	2030-02-17	

#### **Modulį atestavo**

**Mokslo krypties doktorantūros komisijos pirmininkas** (vardas, pavardė)

Ilona Skačkauskienė

Data

2025-04-04