

# 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                          |

**Mokslų krypties ir  
srities kodas**

**Studijos**

|              |              |                      |
|--------------|--------------|----------------------|
| <b>S 003</b> | <b>S 000</b> | <b>Doktorantūros</b> |
|--------------|--------------|----------------------|

**Module code**

Faculty

Department

B, A, M, I, D

Module No.\*

|   |   |   |   |   |       |
|---|---|---|---|---|-------|
| V | V | V | K | D | 21001 |
|---|---|---|---|---|-------|

**Credits**

Total

Iš jų: KD, KS, KP

**Form of evaluation**

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

|   |   |   |  |
|---|---|---|--|
| 6 | 0 | E |  |
|---|---|---|--|

\* modulio registracijos numeris katedroje

Studijų forma

Paskaitoms

Lab. darbas

Pratyboms

Aud. darbui

Sav. darbui

Iš viso

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

**Modulio tikslas**

Įsisavinti 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, aptariamos sąlygos (aplinkos įtaka), analizuojami valdymo sprendimų modeliai, gilinamasi į grupės sprendimų priėmimo ypatumus, analizuojami kiekybiniai ir kokybiniai sprendimų priėmimo metodai ir technikos, daugiakriterinių metodų taikymo galimybės priimančiam 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)

1. 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
2. Boddy D. 2020. Management: using practice and theory to develop skill. Harlow, England: Pearson.
3. 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>
4. Curwin, J. 2013. Quantitative methods for business decisions. Andover : Cengage Learning.
5. 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>
6. 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.
7. 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: 21-22, 2016.
8. Kaner, S.; Lind, L.; Toldi, K.; Fisk, S.; Berger, D. 2018. Grupinio sprendimų priėmimo vadovas fasilitatoriams. Vilnius: Eugrimas.
9. 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: 08-10, 2016.
10. Multiple-criteria decision-making (MCDM) techniques for business processes information management / [edited by] Edmundas Kazimieras Zavadskas, Jurgita Antucheviciene, Prasenjit Chatterjee. 2019. Basel: MDPI.
11. 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
12. Scandura, T. A.; Gower, K. 2021. Management today: best practices for the modern workplace. Los Angeles: SAGE. 560 p.
13. 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
14. Saaty, Th. L. 2015. ???? ???? ???? ???? ???? ???? ???? : ???? ???? ???? ???? ???? : URSS.
15. Howieson B. 2014. Public and third sector leadership : experience speaks. Bingley: Emerald.
16. Lane J. E. 2009. State Management. London: Routledge.

- IT resursai:**

- ## Savarankiško darbo turinys

## Savarankiško darbo grafikas

[illegible]

**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 SkačkauskienėData 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                 |  |                             |  |            |  |

\* 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  
Ilona Skačkauskienė

Renata Korsakienė

#### **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