

SYLLABUS

INTERNATIONAL EUROPEAN
UNIVERSITY



EUROPEAN SCHOOL
OF BUSINESS



SYLLABUS



Course Name		
-------------	--	--

Motivational management

Lecturer (s)		
--------------	--	--

Oleksii Hutsaliuk, Doctor of Economics, associate professor, professor at the Department of Management, Finance and Business Administration

Lecturer's profile		
--------------------	--	--

<https://business.ieu.edu.ua/pro-yemsh/struktura-kafedry-vykladachi/kafedry/kafedra-menedzhmentu#zzz-001>

Consultations	
---------------	--

online consulting —

offline consulting Wednesday 11 a.m. – 1 p.m.

Contact number		
----------------	--	--

+380 98 178 32 76

E-mail		
--------	--	--

oleksiihutsaliuk@ieu.edu.ua

Discipline page		
-----------------	--	--

<https://business.ieu.edu.ua/pro-yemsh/struktura-kafedry-vykladachi/kafedry/kafedra-menedzhmentu>

Form of final control	test	def. test	exam
	☒	☐	☐



SYLLABUS



1 Brief discipline annotation

Subject matter of the Motivational management discipline: the process of personnel motivation and motivation management in current conditions of functioning of organizations of different forms of ownership.

2 Background for studying discipline

Subject matter of the Motivational management discipline: the process of personnel motivation and motivation management in current conditions of functioning of organizations of different forms of ownership.

3 Goal and objectives of the discipline

The goal of the discipline is to expand and deepen knowledge in the theory and practice of motivational management, develop skills and abilities of future professionals in motivating various categories of employees and teams in management practice and mutual arrangement of personnel motivation with its evaluation, introduce different methods of personnel assessment.

Key objectives of the discipline:

- to reveal theoretical foundations of labor motivation;
- detailed examination of material, spiritual, industrial and social elements of the motivation system;
- analysis of the manager's motivational potential;
- to learn methods of personnel evaluation;
- to reveal the relationship between employee evaluation and remuneration;
- to study practical experience in personnel motivation accumulated at the best national and foreign organizations.

4 Learning outcomes

PLO 3. To show knowledge of theories, methods and functions of management, contemporary leadership concepts.

PLO 9. To show interaction, leadership and teamwork skills.

PLO 10. To have skills in grounding efficient tools for motivating organization personnel.

PLO 11. To show skills in analyzing the situation and carrying out communications in different areas of organization activities.

PLO 14. To identify stress causes, adapt yourself and your team members to a stress situation, find ways of its neutralization.

PLO 15. To show the ability to act in a socially conscious manner based on ethical considerations (motives), respect of diversity and multiculturality.

PLO 17. To carry out research individually and/or in a group under leader's supervision.

5 ECTS credits

3 ECTS credits / 90 academic hours

Content sections and topics	Amount of hours											
	full-time mode of study						part-time mode of study					
	total	including					total	including				
		1	p	lab.	ind.	i. w.		1	p	lab.	ind.	i. w.
1	2	3	4	5	6	7	8	9	10	11	12	13
Content section 1. The role of motivation												
Topic 1. The nature of motivation and its role in the management system.	11	2	1	-	-	8	12	2	-	-	-	10
Topic 2. Characteristics of the main types of motivation.	11	2	1	-	-	8	10	-	-	-	-	10
Topic 3. Analysis of the evolution of motivation concepts.	10	1	1	-	-	8	10	-	-	-	-	10
Topic 4. Monitoring of the motivational environment.	10	1	1	-	-	8	10	-	-	-	-	10
Total per content section 1	42	6	4	-	-	32	42	2	-	-	-	40
Content section 2. Employee motivation												
Topic 5. Models and methods of material incentives.	10	2	2	-	-	6	12	2	-	-	-	10
Topic 6. Technology of non-material motivation of subordinates.	10	2	2	-	-	6	10	-	-	-	-	10
Topic 7. Motivation of various categories of employees.	10	2	2	-	-	6	8	-	-	-	-	8
Topic 8. Motivation mechanisms for adjusting the behavior of employees.	9	1	2	-	-	6	10	-	2	-	-	8
Topic 9. Manager's motivational potential.	9	1	2	-	-	6	8	-	-	-	-	8
Total per content section 2	48	8	10	-	-	30	48	2	2	-	-	44
Total hours	90	14	14	-	-	62	90	4	2	-	-	84



SYLLABUS



7 List of obligatory tasks

1. Basic concepts and terminology phrases
2. Management of professional advancement and career growth of employees in the personnel management system
3. Mission, vision, goal setting, planning of professional and career development of personnel
4. Staff recruitment and performance
5. Ways to improve the professional skills of employees
6. Professional motivation, staff retention
7. Monitoring and evaluation of professional advancement and career development of personnel

8 List of selective tasks

1. Personnel development management as a component of the human resource management system.
2. Professional development of employees (on the example of a particular organization).
3. Organization of the work of human resources services for professional advancement and career growth of employees.
4. Personnel attracting methods.
5. Particularities of personnel selection in current conditions.
6. Types of professional motivation.
7. The impact of motivation on the professional advancement of personnel.
8. Professional motivation and staff retention at the organization.
9. World experience of human resources services for professional advancement and career growth of personnel at the organization.
10. Ways to improve the organization of human resources services to manage staff development.
11. Key activity areas of human resources services in the professional development of staff.
12. Ways of objectivization of the personnel assessment process.
13. Personnel assessment as a component of the career development system of personnel.
14. Planning of career development as a component of the system of personnel professional improvement.
15. Criteria for assessing professional competence.
16. Assessment of professional competence as a basis for career development of personnel.
17. The role of personnel reserve in professional advancement and career growth of personnel.
18. Motivation as a condition and factor of professional and career development of personnel.
19. Problems of fair assessment of personnel competence.
20. Experience in organizing activities of human resources services for professional and career development of personnel.
21. Material motivation of labor behavior of employees.
22. Motivation and objective assessment of personnel as the basis for the professional development of personnel.
23. Management of career and development of employees at the enterprise.
24. Professional advancement, professional development, career growth as components of professional development.

9 Discipline features

Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/ professional training/elective
1 semester	3rd semester	available	4nd year	Elective discipline



SYLLABUS



13 Policy of absence and late task performance

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.

QR Code: <https://ieu.edu.ua/docs/050.pdf>

14 Academic integrity policy

Participants in the educational process rely on the academic integrity principles QR Code: <https://ieu.edu.ua/docs/011.pdf>

15 Recommended sources of information

Primary (basic) literature:

1. Diakiv O.P., Ostroverkhov V.M. Personnel management: study guide (second edition, revised and supplemented). – Ternopil: TNEU, 2018. – 288 p.
2. Havrysh O.A., Dovhan L.Y., Kreidych I.M. Personnel management technology: study guide. Kyiv, 2017. 528 p.
3. Moroz O.S. Human resource management [Text]: study guide for universities / O.S. Moroz; ZSEA. Zaporizhzhia: ZSEA, 2015. – 324 p.
4. Krushelnytska O.V. Personnel management: study guide / O.V. Krushelnytska, D.P. Melnychuk. K., Condor, 2015. – 296 p.
5. Posylkina O.V., Bratishko Y.S., Kubasova H.V. Personnel management: study guide for students of economic specialties of higher medical and pharmaceutical education institutions. Kh.: NUPh Publishing House, 2015. – 517 p.

Допоміжна:

1. Malimon V.I. Communication policy in civil servant's activities / Malimon V.I. Study guide. 2nd ed. supplemented and expanded. Ivano-Frankivsk: Misto. – NV, 2008. – 344 p.
2. Novikova M.M., Mazhnyk L.O. Personnel management technology: theoretical and methodical aspects: monograph; Kharkiv National Academy of Municipal Economy. Kh.: KhNAME, 2012. – 215 p.
3. Sosnin O.V. Communicative paradigm of social development: study guide / O.V. Sosnin, A.M. Mikhnenko, L.V. Lytvynova; National Academy of Public Administration under the President of Ukraine. K.: NAPA, 2011. – 220 p.
4. Savelieva V.S. Personnel management: study guide / V.S. Savelieva, O.L. Yeskov. K.: Professional Publishing House, 2005. – 336 p.
5. Personnel management: study guide / V.A. Ruliev, S.O. Hutkevych, T.L. Mostenska. K.: CONDOR, 2012. – 324 p.
6. Mykhailova L.I. Personnel management: study guide / L.I. Mykhailova. K.: Center for educational literature, 2007. – 248 p.
7. Mykhailov S.I. Management: study guide. K.: Center for educational literature, 2012. – 536 p.
8. Yelnykova H.V. Managerial competence / H.V. Yelnykova. K.: editorial general pedagogical board, 2010. – 128 p.



SYLLABUS



10 Assessment system and requirements. General system of discipline assessment

As part of discipline teaching, one carries out current and final control of students' knowledge. The final credit grade in the form of an exam is given according to the total rating of students.

QR Code: <https://ieu.edu.ua/docs/pol-mark-esb.pdf>

According to the results of current control during a semester, students can obtain 100 points maximally, the minimum sum of points allowing students to pass the discipline is 60 points.

Correlation between national and ECTS grades and student rating: QR Code: <https://ieu.edu.ua/docs/pol-mark-esb.pdf>

11 Admission to final control

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 test 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 test (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 a test is carried out after learning all the topics of the discipline, during the examination session.

QR Code: <https://ieu.edu.ua/docs/050.pdf>

12 Discipline 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, case studies, 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.



SYLLABUS



15

Рекомендовані джерела інформації

9. Balabanova L.V. Personnel management. Textbook / L.V. Balabanova, O.V. Sardak. K.: Center for educational literature, 2011. – 468 p.
10. Vynohradskyi M.D. Personnel management: study guide / M.D. Vynohradskyi, A.M. Vynohradska, O.M. Shkapova. 2nd edition. K.: Center for educational literature, 2009. – 502 p.
3. Brych V.Y. Personnel management: study guide / V. Brych, O. Diakiv, N. Slivinska. – Ternopil: TNEU, 2012. – 552 p.
11. Nykyforenko V.H. Personnel management: Study guide. 2nd edition, revised and supplemented. – Odesa: Atlant, 2013. – 275 p.
12. Krupiak L.B. Management of labor resources of the organization: study guide / L.B. Krupiak. K.: Condor – Publishing House, 2013. – 278 p.
3. Nykyforenko V.H. Personnel management: study guide; 2nd edition, revised and supplemented. – Odesa: Atlant, 2013. – 275 p.
13. Oliinyk S.U. Theory and practice of personnel management: textbook. Kh.: NUA, 2013. – 376 p.
14. Ruliev V.A. Personnel management: study guide for university students / V.A. Ruliev, S.O. Hutkevych, T.L. Mostenska. Kyiv: Condor, 2013. – 309 p.
15. Personnel management: study guide / A.O. Azarova, O.O. Moroz, O.Y. Lesko, I.V. Romanets; VNTU. Vinnytsia: VNTU, 2014. – 283 p.
16. Personnel management: textbook / [V.M. Daniuk, A.M. Kolot, H.S. Sukov et al.]; edited by PhD in Economics, Professor V.M. Daniuk – K.: KNEU; Kramatorsk: NKMZ, 2013. – 666 p.

Information resources:

1. The Labor Code of Ukraine // Electronic resource. – Available at: <https://zakon.rada.gov.ua/laws/show/322-08>.
2. Official website of CHITALKA student electronic library // Electronic resource. – Available at: <http://chitalka.info>.
3. Official website of the online library of educational and scientific literature // Electronic resource. – Available at: <https://eduknigi.com>.
4. Website of the textbook electronic library // Electronic resource. – Available at: <http://studentam.kiev.ua>.

16

Рекомендовані джерела інформації

If you want to succeed in this discipline, you should be:

- persistent, attentive and curious;
- creative, cheerful, and open to communication and discussions;
- ready to acquire information and knowledge about the subject not only during lectures but also during extracurricular activities.

See you at classes!