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INTERNATIONAL EUROPEAN
UNIVERSITY



**EUROPEAN SCHOOL
OF BUSINESS**



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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.

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Discipline page 

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

Form of final control

test

def. test

exam



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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 |



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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

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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.

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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 |



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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://ie.u.edu.ua/docs/050.pdf>

14 Academic integrity policy

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

15 Recommended sources of information

Primary (basic) literature:

1. Kolot A.M., Tsybaliuk S.O. Motivational management: textbook. Kyiv: KNEU, 2014. – 479 p.
2. Methods of studying the particularities of psychological readiness of heads of educational organizations to work in the context of changes; edited by O.I. Bondarchuk. – Kyiv, 2014. – 148 p.
3. Staff motivation. Methodical recommendations for practical classes for Management students / Voronko-Nevidnycha T.V., Shupta I.M. Poltava: RVV PDAA, 2017. – 64 p.
4. Staff motivation. Methodical recommendations for practical classes for Management students / T.V. Voronko-Nevidnycha. – Poltava: RVV PDAA, 2015. – 68 p.
5. Perebynis V.I. Generation of incomes of enterprise employees: monograph / V.I. Perebynis, T.O. Sazonova. – Poltava: PUET, 2008. – 265 p.
6. Ruliev V.A., Hutkevych S.O., Mostenska T.L. Personnel management: study guide for university students. Kyiv: Condor, 2012. – 310 p.
7. Personnel management: study guide / T.I. Balanovska et al. – Kyiv: Comprint Printing center, 2015. – 417 p.

Additional literature:

1. Balabanova L.V., Sardak O.V. Personnel management: study guide. Kyiv: Professional Publishing House, 2006. – 512 p.
2. Team management: study guide / Abliazov R.A., Pazurets H.I., Dudaieva I.B.; edited by R.A. Abliazov. Kyiv: Professional Publishing House, 2008. – 352 p.
3. Staff motivation. Methodical recommendations for practical classes for Management students / Voronko-Nevidnycha T.V., Shupta I.M. Poltava: RVV PDAA, 2017. – 64 p.
4. Staff motivation. Methodical recommendations for practical classes for Management students / T.V. Voronko-Nevidnycha. – Poltava: RVV PDAA, 2015. – 68 p.
5. Mykhailova L.I. Personnel management: Study guide – K.: Center for educational literature, 2007. – 248 p.
6. Abliazov R.A. Team management: study guide / Abliazov R.A., Pazurets H.I., Dudaieva I.B.; edited by R.A. Abliazov. – K.: Professional Publishing House, 2008. – 352 p.
7. Balabanova L.V. Personnel management: study guide / L.V. Balabanova, O.V. Sardak. – K.: Professional Publishing House, 2006. – 512 p.



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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://ie.u.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://ie.u.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://ie.u.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.



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Рекомендовані джерела інформації

8. Gavkalova N.L. Personnel management: study guide. / N.L. Gavkalova, N.S. Markova. – 2nd edition, revised and supplemented. – Kharkiv: INZHEK Publishing house, 2005. – 304 p.
9. Haiduchenko S.O. Texts of lectures in the Personnel motivation discipline (for 5-year students in the specialty: 7.03060101, 8.03060101 Management of organizations and administration). Kharkiv: O.M. Beketov NUUEKh, 2013. – 111 p.
10. Hryniova V.M., Hruzina I.A. Problems of labor motivation of enterprise personnel: monograph. Kharkiv: INZHEK Publishing house, 2007. – 184 p.
11. Kapustianskyi P.Z. Personnel motivation at modern organizations (organizational and managerial aspect): monograph. Kyiv: Ukrainian State Employment Service Training Institute, 2007. – 155 p.
12. Mykhailova L.I. Personnel management: Study guide / L.I. Mykhailova. – K.: Center for educational literature, 2007. – 248 p.
13. Slynkov V.N. Motivation, stimulation and remuneration of labor: practical recommendations. Kyiv: Dakor, 2008. – 336 p.
14. Personnel management: study guide / Vynohradskyi M.D., Beliaieva S.V., Vynohradska A.M., Shkanova O.M. – K.: Center for educational literature, 2006. – 504 p.

Information resources:

1. Official website of Vernadsky National Library of Ukraine // Electronic resource. – Available at: <http://nbuv.gov.ua>.
2. Website of free electronic textbooks online // Electronic resource. – Available at: <https://pidru4niki.com>.
3. Official website of CHITALKA student electronic library // Electronic resource. – Available at: <http://chitalka.info>.
4. Official website of the online library of educational and scientific literature // Electronic resource. – Available at: <https://eduknigi.com>.
5. Website of the textbook electronic library // Electronic resource. – Available at: <http://studentam.kiev.ua>.
6. Bykanova O. Labor motivation as an important factor in the efficient management of enterprise personnel // Electronic resource. – Available at: <http://confcv.at.a/forum/53-482-1>.

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Tips on successful study during the course

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!