

SYLLABUS

INTERNATIONAL EUROPEAN
UNIVERSITY



EUROPEAN SCHOOL
OF BUSINESS



SYLLABUS



Course and educational program	Motivational Management Management EP
Course description	Work motivation is a fundamental factor ensuring the efficiency of personnel performance at the enterprise. The Motivational Management course forms a system of theoretical knowledge about the motivational mechanism of personnel work activity, as well as practical skills in motivational management aimed at enhancing the efficiency of employee potential utilization and development. This discipline develops the ability to enhance personnel work activity by improving qualitative performance indicators using modern methods of material, work, and status motivation.
Prerequisites for studying	The Motivational Management discipline is closely related to the following academic disciplines: Management, Marketing and Advertising, Psychology of Management, Self-Management.
Number of credits/hours	3 ECTS credits / 90 academic hours
Learning format	Blended learning
Classroom location	
Lecturer's full name	Olena Vlasenko , PhD in Economics, Associate Professor, Associate Professor at the Department of Management, Finance and Business Administration
Department	Department of Management, Finance and Business Administration: 
Office location	42V Akademika Hlushkova Ave., Kyiv, room 511
Consulting	Every Monday from 4 p.m. to 4:30 p.m. by appointment via corporate e-mail
Lecturer's e-mail address	vlasenkoolena@ieu.edu.ua

<p>Course objectives</p>	<p>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.</p> <p>Key objectives of the discipline:</p> <ul style="list-style-type: none"> • 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.
<p>Role of the academic discipline in achieving program learning outcomes</p>	<p>PLO 3. To show knowledge of theories, methods and functions of management, contemporary leadership concepts.</p> <p>PLO 9. To show interaction, leadership and teamwork skills.</p> <p>PLO 10. To have skills in grounding efficient tools for motivating organization personnel.</p> <p>PLO 11. To show skills in analyzing the situation and carrying out communications in different areas of organization activities.</p> <p>PLO 14. To identify stress causes, adapt yourself and your team members to a stress situation, find ways of its neutralization.</p> <p>PLO 15. To show the ability to act in a socially conscious manner based on ethical considerations (motives), respect of diversity and multiculturalism.</p> <p>PLO 17. To carry out research individually and/or in a group under leader’s supervision.</p>
<p>Learning outcomes</p>	<p>After learning the discipline, students should know:</p> <ul style="list-style-type: none"> – the essence of basic concepts and categories of motivational management and administration; – theoretical and methodological foundations of motivation of labor activity as a component of social and labor relations; – characteristics and applied aspects of using modern theories of motivation in management practice; – methodological aspects of assessing the state of material motivation at the organization; – structures and technologies of compensation package design;

	<ul style="list-style-type: none"> – technologies of basic salary design at different approaches to its construction; – technologies of assessment of positions and works and formation of grades for labor remuneration; – requirements to the construction of a bonus provision: selection of indicators, bonus conditions, determination of bonus amounts and bonus frequency; <p>procedure for establishing additional payments and allowances to tariff rates and official salaries.</p> <p>be able to:</p> <ul style="list-style-type: none"> – assess the state of material motivation at the organization and design measures to improve it; – develop a competitive compensation package for different categories of personnel; – determine the best structure of the compensation package for different categories of personnel; – determine the main factors of wage differentiation for different categories of personnel and take them into account when developing tariff conditions and other components of wages; – determine the economic feasibility of choosing one or another approach to designing basic wages, develop tariff conditions of remuneration at the organization at different approaches to their construction; – evaluate positions, form grades and establish inter-qualification ratios in labor remuneration; – clearly and unambiguously convey their own conclusions and the knowledge and explanations justifying them to specialists and non-specialists, in particular to trainees; – practicing ethical principles of discussion and publicizing the results of scientific work.
Course content	<p>Topic 1. The nature of motivation and its role in the management system.</p> <p>Topic 2. Characteristics of the main types of motivation.</p> <p>Topic 3. Analysis of the evolution of motivation concepts.</p> <p>Topic 4. Monitoring of the motivational environment.</p> <p>Topic 5. Models and methods of material incentives.</p> <p>Topic 6. Technology of non-material motivation of subordinates.</p> <p>Topic 7. Motivation of various categories of employees.</p> <p>Topic 8. Motivation mechanisms for adjusting the behavior of employees.</p> <p>Topic 9. Manager’s motivational potential.</p>
Books and materials	<p>1. Kolot A.M., Tsymbaliuk S.O. Motivational management: textbook. Kyiv: KNEU, 2014. – 479 p.</p>

	<ol style="list-style-type: none"> 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. Personnel management: study guide / T.I. Balanovska et al. – Kyiv: Comprint Printing center, 2015. – 417 p. 5. 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./ http://surl.li/wozyes 										
Technical requirements for the course	<p>To work on the Motivational Management course, you need regular access to a computer (or phone) and the Internet.</p> <p>In order to successfully study and pass the course exam, you should first explore the distance learning platform (Moodle) and study all folders that already contain or will contain information or materials for the course. You will also have to download and create documents, watch videos, or create them.</p> <p>You can use distance platforms only using corporate e-mail.</p> <p>If you are unable to attend the course, you should notify the Dean's Office or your class representative or the course lecturer directly.</p>										
Learning process	<p>The Motivational Management course consists of lectures and practical classes.</p> <p><u>Lectures</u> use the following training methods: <i>lecture, conversation lecture, discussion, discussion of problematic issues, demonstration, analysis of various situations according to the lecture topic.</i></p> <p><u>Practical classes</u> use the following training methods: <i>questioning, testing, performing individual and team tasks, case studies, preparing reports and presentations, performing analytical and calculation works, solving specific problems and situations, brainstorming.</i></p> <div style="text-align: center;">  </div>										
Discipline features	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Period of teaching</th> <th style="width: 15%;">Semester</th> <th style="width: 20%;">International disciplinary integration</th> <th style="width: 15%;">Year of study</th> <th style="width: 35%;">Courses: general training/professional training/elective</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1 semester</td> <td style="text-align: center;">8th semester</td> <td style="text-align: center;">available</td> <td style="text-align: center;">4th year</td> <td style="text-align: center;">Professional training</td> </tr> </tbody> </table>	Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/professional training/elective	1 semester	8 th semester	available	4 th year	Professional training
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<p>Assessment policy</p>	<p>You will have various ways to show your knowledge and skills during the semester. This includes how you attend classes, how and what you contribute to class discussions, how you perform and submit practical tasks and tests on time, how you perform independent work tasks, as well as your ability to present your report. Additionally, you have the opportunity to complete an individual research task performed individually or in a small group in the form of a student research paper.</p> <table border="1" data-bbox="451 477 1479 869"> <thead> <tr> <th data-bbox="451 477 1002 544">Activities during the semester</th> <th data-bbox="1002 477 1479 544">Maximum amount of points during the semester</th> </tr> </thead> <tbody> <tr> <td data-bbox="451 544 1002 656">Current work (attendance, oral questioning, solving calculation problems and tasks, situational exercises)</td> <td data-bbox="1002 544 1479 656">15</td> </tr> <tr> <td data-bbox="451 656 1002 689">Reports with presentation (3 pcs.)</td> <td data-bbox="1002 656 1479 689">10</td> </tr> <tr> <td data-bbox="451 689 1002 723">Tests (4 pcs.)</td> <td data-bbox="1002 689 1479 723">10</td> </tr> <tr> <td data-bbox="451 723 1002 757">Modular test work (2 pcs.)</td> <td data-bbox="1002 723 1479 757">15</td> </tr> <tr> <td data-bbox="451 757 1002 835">Individual research task (admission to the exam)</td> <td data-bbox="1002 757 1479 835">10</td> </tr> <tr> <td data-bbox="451 835 1002 869">Total</td> <td data-bbox="1002 835 1479 869">60</td> </tr> </tbody> </table>	Activities during the semester	Maximum amount of points during the semester	Current work (attendance, oral questioning, solving calculation problems and tasks, situational exercises)	15	Reports with presentation (3 pcs.)	10	Tests (4 pcs.)	10	Modular test work (2 pcs.)	15	Individual research task (admission to the exam)	10	Total	60						
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<p>Grading scale</p>	<p>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.</p> <p>The grade for the discipline completing with the exam 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 exam (at least 24).</p> <p>The overall points of the discipline are 100. The total grade for the discipline is given according to the national and European scale.</p> <p>The final control in the form of an exam is carried out after learning all the topics of the discipline, during the examination session.</p> <p>The overall final grade in points according to the national and ECTS scales is put into the examination and test register, academic card and credit book of students.</p> <p style="text-align: center;">National and ECTS grading scale</p> <table border="1" data-bbox="451 1597 1479 1962"> <thead> <tr> <th data-bbox="451 1597 635 1787" rowspan="2">Sum of points for all types of educational activities</th> <th data-bbox="635 1597 746 1787" rowspan="2">ECTS grade</th> <th colspan="2" data-bbox="746 1597 1479 1664">Grade according to the national scale</th> </tr> <tr> <th data-bbox="746 1664 1066 1787">for exam, term paper, practical training</th> <th data-bbox="1066 1664 1479 1787">for Pass/Fail test</th> </tr> </thead> <tbody> <tr> <td data-bbox="451 1787 635 1821">90-100</td> <td data-bbox="635 1787 746 1821">A</td> <td data-bbox="746 1787 1066 1821">excellent</td> <td data-bbox="1066 1787 1479 1962" rowspan="5">pass</td> </tr> <tr> <td data-bbox="451 1821 635 1854">82-89</td> <td data-bbox="635 1821 746 1854">B</td> <td data-bbox="746 1821 1066 1854" rowspan="2">good</td> </tr> <tr> <td data-bbox="451 1854 635 1888">74-81</td> <td data-bbox="635 1854 746 1888">C</td> </tr> <tr> <td data-bbox="451 1888 635 1921">66-73</td> <td data-bbox="635 1888 746 1921">D</td> <td data-bbox="746 1888 1066 1921" rowspan="2">satisfactory</td> </tr> <tr> <td data-bbox="451 1921 635 1962">60-65</td> <td data-bbox="635 1921 746 1962">E</td> </tr> </tbody> </table>	Sum of points for all types of educational activities	ECTS grade	Grade according to the national scale		for exam, term paper, practical training	for Pass/Fail test	90-100	A	excellent	pass	82-89	B	good	74-81	C	66-73	D	satisfactory	60-65	E
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	30-59	FX	fail with possible repeated pass	fail with possible repeated pass
	1-29	F	fail with obligatory repeated learning of the discipline	fail with obligatory repeated learning of the discipline
<p>How to find out your grade</p>	<p>QR Code:</p>  <p>To check your grades for tasks and read your lecturer's comments, you should check appropriate tabs on Moodle distance learning platforms. You can also obtain information about your grades directly from the course lecturer via corporate e-mail or by appointment on consulting days.</p>			
<p>Course policy</p>	<p>To ensure fruitful learning and cognitive activities of students while studying the discipline, one holds relevant lectures and seminars in the form of presentations, 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. 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)</p>			

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:



All participants in the educational process rely on the academic integrity principles.

QR Code:



Late task performance, correction of grades, making up missed classes

Tasks should be submitted via Moodle by the deadlines stipulated in the course schedule on our website. Most tasks should be performed by 9 a.m. on the day of the next class to coordinate them with the course content and group activities. It is best practice to perform tasks as soon as possible after receiving them so that you have enough time to take an active part in the class.

If you need more time to perform the task, flexible deadlines are available. Completed tasks will be accepted until full credit until the last scheduled class in the discipline. Afterwards, the 40% partial credit based on the grade will be awarded within a week after the last day of class. Tasks that are not submitted at all will receive 0.

If you are going to miss classes for more than one week due to illness or other reasons, please contact your lecturer to arrange alternative options for performing tasks.

Note: deadlines work both ways, and meeting them ensures that your lecturer will provide prompt feedback on your tasks to make sure you keep up with the course.

QR Code:



Lecturer's response time	Via corporate e-mail, within 48 hours.	
Efficient communication	Efficient communication is a two-way street!!! Therefore, the main recommendations for efficient communication include: corporate e-mail directly to the course lecturer; personal communication with classmates via social media/corporate e-mails/mobile phones; communication directly in the course on the Moodle distance platform; and a face-to-face meeting with the lecturer on consulting days.	
Policy of publication and distribution of course materials	Students are not allowed to post, publish, sell, or otherwise publicly distribute course materials without the written permission of the lecturer. Such materials include, but are not limited to: lecture notes, lecture slides, video or audio recordings, tasks, problem sets, exams, other students' work, and answer keys. Students who sell, post, publish, or distribute course materials without written permission in order to get answers or otherwise can be subject to disciplinary action, up to and including being required to withdraw from the course. Besides, students are not allowed to make video or audio recordings of the class for their own use without the written permission of the lecturer.	
Expected student workload and engagement	During this course, you should allocate some hours for independent study of some lecture materials in accordance with the course topics (approximately 5-6 hours per week). If you face circumstances requiring you to spend more time on any of the tasks, please inform your lecturer by e-mail. The deadline for submission can be extended only if the lecturer is informed in advance that you will not be able to submit the task on time. Students are expected to have a backup plan in case of computer malfunctions or Internet outages.	
Support services	E-schedule Library Supervisor Repository Dean's Office	
Course schedule	Lecture topic	Practical classes
	Topic 1. The nature of motivation and its role in the management system.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks
	Topic 2. Characteristics of the main types of motivation.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Writing a report

	Topic 3. Analysis of the evolution of motivation concepts.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study 	
	Topic 4. Monitoring of the motivational environment.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Tests 	
	Topic 5. Models and methods of material incentives.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Presentation of reports • Tests 	
	Topic 6. Technology of non-material motivation of subordinates.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Presentation of reports 	
	Topic 7. Motivation of various categories of employees.	<ul style="list-style-type: none"> • Oral questioning • Homework tasks • Checking questions submitted for independent study • Presentation of reports • Tests 	
	Topic 8. Motivation mechanisms for adjusting the behavior of employees.	<ul style="list-style-type: none"> • Oral questioning • Solving practical tasks • Homework tasks • Checking questions submitted for independent study • Presentation of reports 	
	Topic 9. Manager's motivational potential.	<ul style="list-style-type: none"> • Oral questioning • Solving practical tasks • Checking questions submitted for independent study • Presentation of reports • Tests 	
Tips on successful study during the course	<p>If you want to succeed in this discipline, you should be:</p> <ul style="list-style-type: none"> - 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. <p>See you at classes!</p>		