

Ministry of Education and Science of Ukraine
Sumy National Agrarian University
Faculty of Economics and Management
Department of Management named after Professor L.I. Mykhailova

Work program (syllabus) of the educational component

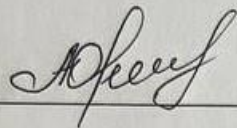
**MOTIVATION MECHANISM AND TEAM
LEADERSHIP**

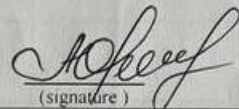
(selective)

Implemented within the educational program "**Administrative Management**" in the specialty **073 "Management"**

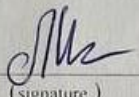
at the second (master's) level of higher education

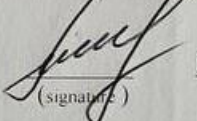
Sumy – 2024


Developer :  **Oriekhova A.**, Doctor of Economics, Professor,
Head of the Department of Management named after Professor L.I. Mykhailova
(signature) (surname, initials) (academic degree and rank, position)


Considered, approved and approved at the meeting of the Department of Management named after Professor L.I. Mykhailova	protocol of June 18, 2024 No. 17
	Head of Department <u></u> Alvina ORIEKHOVA (signature) (surname, initials)

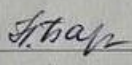
Agreed:

Guarantor of the educational program  **Larysa KALACHEVSKA**
(signature)

Dean of the faculty
where the educational program is implemented  **Marharyta LYSHENKO**
(signature)

A review of the work program (attached) is provided :  **Olena SLAVKOVA**

 **Ljudmyla DASHUTINA**

Methodist of the Education Quality Department,
licensing and accreditation  **Nadiya BARANIK**
(signature)

Registered in the electronic database: date: **29.07** 2024

Information on Syllabus Revision:

Academic Year of RevisionApp endix	Number to the Syllabus with Description of Changes	Changes Reviewed and Approved		
		Date and Protocol Number of the Department Meeting	Head of the Department	Guarantor of the Educational Program

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1	Name of the Course	Motivational Mechanism and Leadership in a Team			
2	Faculty / Department	Economics and Management / Department of Management named after Professor L.I. Mykhailova			
3	Course Status	Elective			
4	Program / Specialty (Programs) of which the Course is a Component (for Core Courses)				
5	Course can be Offered to (for Elective Courses)	Elective course for the Educational Program "Administrative Management," Specialty 073 – Management			
6	NQF Level	NQF of Ukraine – Level 7, FQ-EHEA – Second Cycle, EQF-LLL – Level 7			
7	Semester and Duration	12 weeks, 2nd year of Master's Program, 3rd Semester			
8	Number of ECTS Credits	The course workload is 5 ECTS credits			
9	Total Hours and Distribution	Contact Hours (Classes)			Independent work
		Lectures	Practical/seminar	Laboratory	
	Full-time study	24	24		102
10	Language of Instruction	English			
11	Instructor / Course Coordinator	Doctor of Economics, Professor, Head of Management Department named after Professor L.I. Mykhailova, Oriekhova A.I. Consultation Hours: Every Tuesday at 12:15 PM, Room 302e			
11.1	Contact Information	160 H. Kondratiev St., Sumy, Faculty of Economics and Management, Management Department named after Professor L.I. Mykhailova (rooms 302e, 303e); email: alva88@ukr.net			
12	General Description of the Educational Component	The educational component "Motivational Mechanism and Leadership in a Team" provides higher education applicants with the conceptual framework of the enterprise's motivational mechanism, methods of personnel motivation in the process of industrial relations, and methods of stimulating economic activity; development of higher education applicants' skills in motivation, leadership, and teamwork, necessary for the successful operation of modern enterprises.			
13	Aim of the Educational Component	To expand and deepen knowledge in the field of the fundamentals of motivation theory and practice in management; to develop future specialists' skills in motivating various categories of employees and teams in management practice, identifying individual motivators, identifying what in a person's activity is directly related to motivational influence, analyzing the motivational climate in the organization, developing an effective long-term incentive system, and non-material methods of motivation.			

14	Prerequisites and Connections to Other Educational Components of the Program	The educational component is based on the study of the educational component "Business Management."
15	Academic Integrity Policy	<p>The policy on academic integrity at Sumy National Agrarian University is determined by the documents presented on the page: https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/akademichna-dobrochesnist/</p> <p>Academic integrity of higher education applicants is an important condition for mastering the results of training in the discipline and obtaining an appropriate assessment in the current and final controls.</p> <p>In the event of a violation of academic integrity by a higher education applicant (cheating, plagiarism, fabrication), the work is assessed as unsatisfactory and must be performed again. At the same time, the teacher reserves the right to change the topic of the assignment.</p> <p>For violation of academic integrity, education applicants may be held to the following academic responsibility:</p> <ul style="list-style-type: none"> – re-taking the assessment (test, exam, credit, etc.); – re-taking the relevant educational component of the educational program. <p>Retaking the exam is permitted by the Vice-Rector for Scientific, Pedagogical and Educational Work if there are valid reasons (for example, illness).</p> <p>For full-time higher education students, attending classes is mandatory. Valid reasons for absence from classes are illness or academic mobility, confirmed by relevant documents. The absence of a student from classes involves independent study of the material and does not exempt the student from completing the task of current and final control. For objective reasons, training may take place in an online format in agreement with the Vice-Rector for Scientific, Pedagogical and Educational Work.</p>
16	Link to the Course in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=5832

2. LEARNING OUTCOMES OF THE EDUCATIONAL COMPONENT AND THEIR RELATION TO THE PROGRAM LEARNING OUTCOMES

Learning Outcomes of the Course: after studying the educational component, the higher education applicant is expected to be able to:	How DLOs are Assessed
DLO1. Demonstrate knowledge of the theories, principles, and process of the enterprise's motivational mechanism.	Quizzes, discussions, task completion
DLO2. Be able to apply personnel motivation methods in practice.	Quizzes, discussions, task completion
DLO3. Know the content of the incentive mechanism, use the theoretical basis and knowledge of the motivational mechanism in practice to work in modern conditions.	Quizzes, discussions, solving situational tasks
DLO4. Be able to apply motivation methods for various categories of employees to ensure effective organizational performance and management decision-making.	Quizzes, discussions, solving situational tasks
DLO5. Know the requirements for a modern leader. Be able to organize the team-building process, choose their own team style, relying on their own strengths.	Quizzes, discussions, solving situational tasks

3. CONTENT OF THE EDUCATIONAL COMPONENT (COURSE PROGRAM)

Topic List of Issues to be Considered within the Topic	Allocation within the Total Time Budget			Independent Study	Recommended Sources
	Contact Hours				
	Lectures	Practical / Seminars	Lab.		
Topic 1. THE ESSENCE AND ROLE OF MOTIVATION IN MANAGEMENT 1. The essence of motivation, its necessity in management. 2. The place of motivation in the management system, its connection with other management functions.	2	2		8	1,2,3,5,8,9
Topic 2. MOTIVATIONAL PROCESS 1. The place of motivation in the socio-psychological structure of the individual. 2. Needs as the basis of motivation, their types and properties. 3. The concept of motives for activity. 4. The complexity of personnel motivation in management.	2	2		8	1,2,3,5,6,10
Topic 3. TYPES OF MOTIVATION 1. Material motivation as a desire for a higher standard of living. 2. Status motivation as a driving force of human behavior. 3. Positive motivation, its types.	2	2		8	1,2,3,4,5,9,11
Topic 4. EVOLUTION OF MOTIVATION MANAGEMENT 1. Scientific principles of motivation management. 2. Contribution to the development of motivational management by A. Fayol. 3. Development of employee motivation management in Ukraine: features and problems.	2	2		9	1,2,3,5,8,9,11
Topic 5. MEANINGFUL MOTIVATIONAL THEORIES AND PROCESSUAL THEORIES OF MOTIVATION 1. Meaningful theories of motivation. 2. Processual theories of motivation. 3. The meaning of the Porter-Lawler model.	2	2		9	1,2,3,5,8,9,10
Topic 6. PROCESSUAL THEORIES OF MOTIVATION 1. Features of processual theories of motivation. 2. Practical recommendations for the application of the theory of task definition.	2	2		9	1,2,3,5,6,7,9
Topic 7. METHODS OF MOTIVATION IN MANAGEMENT 1. The concept of motivation methods.	2	2		8	1,2,3,5,7,9

2. Material incentives as an economic method of motivation. 3. Organizational methods of motivation: involvement in management, motivation by prospects.					
Topic 8. MANAGEMENT OF REWARDS AND PUNISHMENTS 1. Theories of employee motivation. 2. Punishment in personnel management. 3. Incentives in personnel management.	2	2		9	1,2,3,5,7,8,9
Topic 9. MOTIVATION OF DIFFERENT CATEGORIES OF EMPLOYEES 1. Motivation for workers of different skill levels. 2. Plan for motivation and stimulation of work.	2	2		8	1,2,3,5,8,9
Topic 10. LEADERSHIP AND EFFECTIVE MANAGEMENT 1. Leadership and management of teams. Decentralization and delegation of authority 2. Distribution of responsibility and authority 3. Main obstacles to the formation of team potential	2	2		8	1,2,3,5,8,11
Topic 11. TIME MANAGEMENT IN THE PROCESS OF ORGANIZING PERSONAL WORK OF A MANAGER 1. The essence and content of success. System concept of a person. 2. Efficiency and career planning. 3. Classification of goals. System of goals: long-term, medium-term, current. 4. Main aspects of goal setting and goal formulation.	2	2		8	1,2,3,5,8,10
Topic 12. DELEGATION OF AUTHORITY AND TIME MANAGEMENT 1. Content of delegation of authority. Powers that are subject to and not subject to delegation. 2. Features of delegation. Advantages and disadvantages of delegation. 3. Communicative competence and strategic leadership algorithm. 4. Working and non-working hours. Organization of personal and team work.	2	2		9	1,2,3,5,7,8,9
Total	24	24		102	

4. TEACHING AND LEARNING METHODS

DLO	Teaching methods (work that will be carried out by the teacher during classroom lessons, consultations)	Number of hours	Teaching methods (what types of learning activities the student should perform independently)	Number of hours
DLO1. Demonstrate knowledge of the theories, principles, and process of the enterprise's motivational mechanism.	Problem lecture, thematic discussion, analysis of specific management situations, solving situational problems, taking tests	4	Independent work with the textbook, completion of individual tasks	20
DLO2. Be able to apply personnel motivation methods in practice.	Problem lecture, thematic discussion, analysis of specific management situations (Case-study)	2	Independent work with the textbook, completion of individual tasks	30
DLO3. Know the content of the incentive mechanism, use the theoretical basis and knowledge of the motivational mechanism in practice to work in modern conditions.	Problem lecture, thematic discussion, project development, discussion of problematic issues in classes, analysis of specific situations (Case-study)	2	Independent work with the textbook, completion of individual tasks	20
DLO4. Be able to apply motivation methods for various categories of employees to ensure effective organizational performance and management decision-making.	Problem lecture, thematic discussion, analysis of specific management situations, solving situational problems (Case-study)	2	Independent work with the textbook, completion of individual tasks	27
DLO5. Know the requirements for a modern leader. Be able to organize the team-building process, choose their own team style, relying on their own strengths.	Problem lecture, thematic discussion, analysis of specific management situations, solving situational problems (Case-study)	4	Independent work with the textbook, completion of individual tasks	39

5. EVALUATION BY EDUCATIONAL COMPONENT

5.1 Diagnostic assessment (indicated as needed)

5.1. Summative assessment

5.1.1 To assess the expected learning outcomes, there are

№	Summative assessment methods	Points / Weight in overall score	Date of compilation
	Discussions	10 / 10%	each practical class
	Express survey	20 / 20%	each practical class
	Task completion	55 / 55%	each practical class
	Testing	15 points / 15%	6 week
	Total	100 points / 100 %	

5.1.2 Evaluation criteria

Component	Unsatisfactory	Satisfactory	Good	Excellent
	0 points	1-4 points	5-8 points	9-10 points
Discussions	Passive participation in the discussion.	Participation in the discussion, answers are not substantiated.	Active participation in the discussion, critical thinking skills demonstrated.	Initiator and active participation in the discussion, critical thinking skills demonstrated, systematic knowledge and creativity.
	≤ 10 points	11-14 points	15-18 points	19-20 points
Express survey	Lack of knowledge of theoretical issues.	Low level of knowledge of theoretical issues.	Possession of conceptual and categorical apparatus, professional terminology, theoretical knowledge, minor inaccuracies in answers to questions.	Excellent possession of conceptual and categorical apparatus, professional terminology, appropriate level of theoretical knowledge.
	< 30 points	30-39 points	40-49 points	50-55 points
Task completion	The task is not completed.	The task is completed, but some issues are not resolved, there are inaccuracies.	The task is completed, but there are minor inaccuracies.	The task is fully completed, all issues are resolved.
	0 points	7-9 points	10-12 points	13-15 points
Testing	Less than 60% of tests were solved correctly.	60-75% of tests were solved correctly.	76-90% of tests were solved correctly.	More than 90% of tests were solved correctly.

Formative assessment:

To assess current progress in learning and understand areas for further improvement,

№	Elements of formative assessment	Date
1	Teacher's instructions during practical classes	at every class
2	Oral questioning	at every class
3	Observation of the progress of solving tasks, discussion and oral comments of the teacher	at every class
4	Solving tasks	4, 5, 6, 7, 8, 9, 10, 11, 12 practical class
5	Controlling the completion of tasks	at every class
6	Checking tests and discussing test results	week 6

6. LEARNING RESOURCES

6.1 Main sources

6.1.1 Textbooks, manuals

1. P. Wasilewski, A. Zielichowski Leadership motivation and influence. 2018. URL: https://www.wojsko-polskie.pl/awl/u/4f/52/4f52532f-31cb-44f3-89ce-94da542811ac/imla_cm_lmi_e-book_14feb2019.pdf
2. D. Kriek Team Leadership - Theories, Tools and Techniques. 2019. URL: <https://www.scribd.com/document/520805092/Team-Leadership-Theories-Tools-and-Techniques-2019-KR-Publishing-9781869227739>

6.1.2 Methodological support

3. Educational and methodological complex "Motivational mechanism and leadership in a team" in the Moodle program. <https://cdn.snau.edu.ua/moodle/course/view.php?id=5832>

6.2 Additional sources

4. Andriansyah M., B. Rubini, S. Setyaningsih Organizational Support and Servant Leadership: the Mediating Role of Work Motivation and Integrity on Work Productivity. *Journal of Vasyl Stefanyk Precarpathian National University*. 2024. Vol. 11, no. 4. C. 122-138. URL: http://nbuv.gov.ua/UJRN/jovspnu_2024_11_4_13
5. Baskoro B. D., B. T. Widjaja, Sudarmadji Sudarmadji The nexus of transformational leadership, compensation and knowledge management towards employee performance: mediation role of work motivation. *Менеджмент та підприємництво: тренди розвитку*. 2021. Вип. 1. С. 41-64. URL: http://nbuv.gov.ua/UJRN/mnnt_2021_1_5
6. Fateh A., N. Mustamil, Z. M. Aslam Linking Authentic Leadership and Employee Creative Behavior: The Mediating Role of Autonomous Motivation and Job Complexity. *Marketing and management of innovations*. 2020. № 3. С. 59-74. URL: http://nbuv.gov.ua/UJRN/Mimi_2020_3_7
7. Lolowang N. L., E. A. Troena, A. Djazuli, S. Aisjah The effect of leadership and organizational culture on employee performance that is educated by motivation (study on the implementation empowerment programs in Jayapura city). *Problems and perspectives in management*. 2019. Vol. 17, Iss. 1. С. 268-277. URL: http://nbuv.gov.ua/UJRN/prperman_2019_17_1_25
8. Mkheidze N., A. Kakutia Motivation, changes of leadership approaches in different cultures *Економіка і регіон*. 2016. № 1. С. 96-99. URL: http://nbuv.gov.ua/UJRN/econrig_2016_1_17
9. Ubresiova I., M. Vrablikova, A. Diacikova Leadership and Motivation as the Part of Corporate Culture in Selected Company. *Marketing and Management of Innovations*. 2023. № 3. С. 97-108. - URL: http://nbuv.gov.ua/UJRN/Mimi_2023_3_11
10. Uzelli Yilmaz D., F. Düzgün, D. Yilmaz Relationship between Ethical Leadership Behavior and Work Motivation in Intensive Care Nurses: a Cross-Sectional Study. *Галицький лікарський вісник*. 2020. Т. 27, число 1. С. 29-32. URL: http://nbuv.gov.ua/UJRN/glv_2020_27_1_8

11. Ypapanti A. , Constantoglou M. The Impact of Leadership on the Motivation of Hotel Employee During the Pandemic Era: Evidence from Greece. *Business ethics and leadership*. 2021. Vol. 5, Iss. 3. C. 22-41. URL: http://nbuv.gov.ua/UJRN/busetlen_2021_5_3_4

6.3 Software

12. Microsoft Office.
13. Software (for distance learning, Zoom, Moodle).