

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

**Syllabus of the educational component
(project)**

**MOTIVATIONAL MECHANISM AND TEAM
LEADERSHIP**

(selective)

Specialty	D3 "Management"
Educational program	"Administrative Management"
Level of higher education	second (master's)

**Developer : _____ Oriekhova A.I., Doctor of Economics , Professor,
Head of the Department of Management named after Professor L.I. Mikhailova**

Considered, approved and ratified at a meeting of the Department of Management named after Professor L.I. Mykhaylova	Protocol No. dated _____ 2026 years
	Head of the Department _____ Alvina ORIEKHOVA

Agreed :

Educational program guarantor

Larisa KALACHEVSKA

Dean of the faculty
where the educational program is implemented

Svitlana LUKASH

The review of the work program

was provided by :

_____ (_____)

signature

full name

_____ (_____)

signature

full name

Methodologist of the Department of Educational Quality,
licensing and accreditation _____ (_____)

Registered in the electronic database : date _____ 2026.

Information about reviewing the work program (syllabus):

Academic year in which changes are made	Number of the appendix to the work program with a description of the changes	Changes reviewed and approved		
		Date and number of the department meeting minutes	Head of the Department	Educational program guarantor

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1	Name OK	Motivational mechanism and team leadership			
2	Faculty/department	Economics and Management / Department of Management named after Professor L.I. Mykhailova			
3	Status OK	Selective			
4	Program/Specialty (programs), part of which is the OK for (<i>filled in for mandatory OKs</i>)				
5	The OK can be offered for (<i>filled in for selective OKs</i>)	Elective educational component for the educational program "Administrative Management" specialty D3 - Management			
6	NQF level	NQF of Ukraine – level 7, FQ-EHEA – second cycle, EQF-LLL – level 7.			
7	Semester and duration of study	12 weeks, 2nd year of master's degree, 3rd semester			
8	Number of ECTS credits	The volume of the academic discipline is 5 ECTS credits.			
9	Total hours and their distribution	Contact work (occupation)			Independent work
		Lectures	Practical/seminar	Laboratory	
	- full-time education	24	24		
	- correspondence form of study	14	14		122
10	Language of instruction	English			
11	Teacher/Educational Component Coordinator	Doctor of Economics, Professor, Head of the Department of Management named after Professor L.I. Mikhailova Oriekhova A.I. Consultation hours – every Tuesday at 12:15, room 30 2nd floor			
11.1	Contact information	Sumy, 160 G. Kondratiev St. , Faculty of Economics and Management, Department of Management 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" ensures that higher education students master the conceptual apparatus of the motivational mechanism of an enterprise, methods of motivating personnel in the process of industrial relations and methods of stimulating economic activity; the formation of higher education students' skills and abilities in the field of motivation, leadership and teamwork, necessary for the successful operation of modern enterprises.			

13	Purpose of the educational component	Expanding and deepening knowledge in the field of the basics of the theory and practice of motivation in management; forming the skills and abilities of future specialists in motivating different categories of employees and teams in management practice, identifying individual motivators , identifying what in human activity is directly related to motivational influence, analyzing the motivational climate in the organization, developing an effective long-term incentive system, intangible methods of motivation
14	Prerequisites for studying OK, connection with other educational components of OP	The educational component is based on the study of the educational component "Business Management".
15	Academic Integrity Policy	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/ Academic integrity of higher education students is an important condition for mastering the results of learning in the discipline and receiving an appropriate grade in current and final examinations. In the event that a higher education applicant violates academic integrity (cheating, plagiarism, fabrication), the work is assessed as unsatisfactory and must be re-done. The teacher reserves the right to change the topic of the assignment. For violation of academic integrity, students may be held accountable for the following academic responsibilities: – re-taking the assessment (test, exam, test, etc.); – retaking the relevant educational component of the educational program. Retaking the exam is possible with the permission of the Vice-Rector for Scientific, Pedagogical and Educational Work if there are valid reasons (for example, sick leave). For full-time higher education students, attending classes is mandatory. Good 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 .
16	Key words	Motivation, leadership, team, personnel, management, human capital
17	Link to the course in Moodle	https://cdn.snau.edu.ua/moodle/course/view.php?id=5832

2. LEARNING OUTCOMES BY EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP WITH PROGRAM LEARNING OUTCOMES

Learning outcomes for OK: After studying the educational component, a higher education applicant is expected to be able to:	How is RND assessed?
MLOs 1. Demonstrate knowledge of the theories, principles, and process of the motivational mechanism of an enterprise	Multiple choice test
MLOs 2. Be able to apply methods of motivating personnel in practice	Multiple choice test
MLOs 3. Know the content of the incentive mechanism , use the theoretical basis and knowledge of the motivational mechanism in practice to work in modern conditions	Multiple choice test
MLOs 4. Be able to apply motivation methods for different categories of employees in order to ensuring the effective operation of the organization and making management decisions	Multiple choice test
MLOs 5. Know the requirements for a modern leader. Be able to organize the team building process , choose your own team style, relying on your own strengths	Multiple choice test

3. CONTENT OF THE EDUCATIONAL COMPONENT (CURRICULAR PROGRAM) DISCIPLINES)

Topic. List questions, What will be considered in within topics	Distribution within the general time budget				Recommended reading ²
	Auditorium work			Independent work	
	Lecture	Practical classes	Seminar classes		
Topic 1. Motivation as a management tool: a neurobiological approach 1. The essence of motivation: from "carrots and sticks" to neurochemistry dopamine and oxytocin . 2. Psychological safety as a basis for productivity: Amy Edmondson's model . 3. Leader cognitive biases that destroy team motivation.	2/2	2/2		8/4	Main sources: 1, 2, 3, 4; Additional sources: 14, 16, 17, 19, 20, 21, 23, 25; Software: 1, 2
Topic 2. Motivational process 1. The place of motivation in the socio-psychological structure of the personality 2. Needs as the basis of motivation, their types and properties 3. Taking into account individual differences in the motivational process (motivation of Generation Z, millennials)	2/-	2/-		8/18	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 18, 19, 20, 21, 22, 24; Software: 1, 2
Topic 3. Contextual and processual theories of motivation 1. Meaningful theories of motivation. 2. Processual theories of motivation. 3. Modern theories of motivation	2/2	2/2		8/5	Main sources: 1, 2, 3, 4; Additional sources: 14, 15, 16, 17, 19, 20, 21, 23, 24 ; Software: 1, 2
Topic 4. Motivation methods in management 1. The concept of motivation methods. 2. Material incentives as an economic method of motivation. 3. Organizational methods of motivation: involvement in management, motivation by prospect.	2/2	2/2		8/4	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 19, 20, 21, 22; Software: 1, 2
Topic 5. Assessment of staff motivation 1. Theoretical foundations and significance of motivation assessment. 2. A comprehensive approach to motivation assessment methods. 3. Using assessment results to increase motivation and feedback.	2/2	2/2		8/5	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 18, 19, 20, 21, 23, 25 ; Software: 1, 2
Topic 6. Motivation of different categories of employees 1. Motivation for workers of different skill levels. 2. Plan for motivation and stimulation of labor.	2/-	2/-		8/18	Main sources: 1, 2, 3, 4; Additional sources: 14, 15, 16, 17, 19, 20, 21, 24; Software: 1, 2

Topic 7. Motivation of teams 1. Motivation at the enterprise and in the team. 2. Internal and external motives and motivation of the work team 3. Demotivation.	2 /-	2/-		9/18	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 19, 20, 21, 22, 21, 23; Software: 1, 2
Topic 8. Organizational culture and motivation 1. Principles and methods of forming and maintaining organizational culture 2. Models of the influence of organizational culture on organizational effectiveness 3. Assessing the effectiveness of organizational culture	2/-	2/-		9/18	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 19, 20, 22, 23, 21, 22; Software: 1, 2
Topic 9. Motivation in times of uncertainty, crisis, and remote/hybrid work 1. The impact of uncertainty and crisis situations on staff motivation. 2. Specifics of motivation in remote and hybrid work. 3. Leadership strategies to support motivation and resilience.	2/2	2/2		9/4	Main sources: 1, 2, 3, 4; Additional sources: 14, 15, 16, 17, 18, 19, 20, 21, 25; Software: 1, 2
Topic 10. Leadership 4.0: empathy, coaching and digital transformation 1. Modern leadership paradigms in the digital age. 2. Coaching as a tool for development and motivation in modern leadership. 3. Leadership in the context of digital transformation and the use of technology.	2/2	2/2		9/5	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 18, 19, 20, 21, 22, 24 ; Software: 1, 2
Topic 11. Time management in the process of organizing a manager's personal work 1. The essence and meaning of success. Systemic concept of man. 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/-		9/18	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 18, 19, 20, 21, 25; Software: 1, 2
Topic 12. Managing energy, attention, and delegation in the digital age 1. The concept of energy management and its importance for a leader. 2. Managing attention and concentration in conditions of information overload. 3. Effective delegation as a tool for increasing productivity and motivation.	2/2	2/2		9/5	Main sources: 1, 2, 3, 4; Additional sources: 15, 16, 17, 19, 20, 21, 24 ; Software: 1, 2
Total	24/14	24/14		102/122	

4. TEACHING AND LEARNING METHODS

DRN	Teaching methods (work that will be carried out by the teacher <u>during classroom lessons</u> , <u>consultations</u>)	Teaching methods (what types of learning activities should <u>the student perform?</u> <u>independently</u> .)
MLOs 1. Demonstrate knowledge of the theories, principles, and process of the motivational mechanism of an enterprise	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)
MLOs 2. Be able to apply methods of motivating personnel in practice	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)
MLOs 3. Know the content of the incentive mechanism , use the theoretical basis and knowledge of the motivational mechanism in practice to work in modern conditions	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)
MLOs 4. Be able to apply motivation methods for different categories of employees in order to ensure the effective operation of the organization and the adoption of management decisions	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)
MLOs 5. Know the requirements for a modern leader. Be able to organize the team building process , choose your own team style, relying on your own strengths	Verbal: - monologue (explanation, lecture); - dialogic (conversation, discussion). Visual: - demonstration (multimedia file) Interactive learning technologies	Research method (study of literary sources recommended by the teacher on the topic)

5. EVALUATION BY EDUCATIONAL COMPONENT

5.1 Diagnostic assessment (indicated as appropriate)

5.1. Summative assessment

5.1.1 For the assessment of expected learning outcomes, there are

No.	Summative assessment methods	Points / Weight in the overall score	Date of compilation
1.	Multiple choice test	50 / 50%	Week 6
2.	Multiple choice test	50 / 50%	12 week
	Total	100 points / 100%	

5.1.2 Evaluation criteria

Component	Unsatisfactorily	Satisfactorily	Good	Perfectly
Multiple choice test	≤32 points	33-38 points	39-44 points	45-50 points
	Less than 60% of the tests were solved correctly.	correctly .	76-90% of tests were solved correctly.	More than 90% of the tests were solved correctly.
Multiple choice test	≤32 points	33-38 points	39-44 points	45-50 points
	Less than 60% of the tests were solved correctly.	correctly .	76-90% of tests were solved correctly.	More than 90% of the tests were solved correctly.

Formative assessment:

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

N o.	Elements of formative assessment	Date
1	Teacher's instructions during practical classes	at every lesson
2	Oral survey	at every lesson
3	Observation of the progress of solving tasks, discussion and oral comments from the teacher	at every lesson
4	Problem solving	4, 5, 6, 7, 8, 9, 10, 11, 12 practical lesson
5	Monitoring task performance	at every lesson
6	Checking tests and discussing test results	Week 6

6. EDUCATIONAL RESOURCE

6.1 Basics sources

6.1.1 Textbooks and manual

1. Vovk O. B. Leadership: a textbook / Ministry of Education and Science of Ukraine; National University "Lviv Polytechnic". Lviv: "Novyi Svit -2000", 2023. 195 p.
2. Vovk O. B. Leadership and group dynamics: textbook / Ministry of Education and Science of Ukraine; National University "Lviv Polytechnic". Lviv: "New World -2000", 2023. 256 p.
3. Kisil Z.R., Shvets D.V. Motivation of human activity: A textbook in diagrams, tables, comments / Z.R. Kisil , D.V. Shvets. Odessa: Publishing house of the ODUVS, 2023. 154 p.
4. Leadership and communications in organizations: a textbook / edited by N. Ya. Mykhalytska , M. R. Yatsyk . Lviv: Lviv State University of Internal Affairs, 2024. 512 p.

6.1.2 Methodological support

5. **Motivational mechanism and leadership in a team** . A textbook for applicants for the second (master's) level of higher education in the fields of knowledge 07 "Management and Administration", 05 "Social and Behavioral Sciences", 28 "Public Management and Administration" / Oriekhova A., Batsenko L. 2024. 97 p.
6. **Motivational mechanism and leadership in a team** . Methodological recommendations for conducting practical and seminar classes for applicants for the second (master's) level of higher education in the fields of knowledge 07 "Management and Administration", 05 "Social and Behavioral Sciences", 28 "Public Management and Administration" / Orekhov A.I. 2024. 35 p.
7. **Motivational mechanism and leadership in a team** . Methodological recommendations for independent work for applicants for the second (master's) level of higher education in the fields of knowledge 07 " Management and Administration", 05 "Social and Behavioral Sciences", 28 "Public Management and Administration" / Orekhov A.I. 2024. 38 p.
8. 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>

6.1.3 Other sources

9. Directory of qualification characteristics of employee professions. URL: <https://zakon.rada.gov.ua/rada/show/va120581-07#Text>
10. Personnel of UA. URL: <http://www.kadrovik.ua/>
11. Ministry of Social Policy of Ukraine. URL: <https://www.msp.gov.ua/>
12. National Library of Ukraine named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua>.

6.2 Additional sources

13. Bondar T., Krasnonos A. Modern methods of personnel motivation. *Economy and Society*. 2023. Issue 57. URL: <https://doi.org/10.32782/2524-0072/2023-57-114>
14. Gerasymenko O., Potapenko A. Dominants of personnel motivation in the context of transformations of the Ukrainian labor market under martial law. *Economy and Society*. 2023. Issue (49). URL: <https://doi.org/10.32782/2524-0072/2023-49-46>
15. Hryenko T. V. The role of local leadership in anti-crisis management of small and medium-sized enterprises: adaptability, motivation, resilience. *Investments: practice and experience* . 2025. No. 16. P. 142-147.
16. Yevtushenko O. Psychological aspects of leadership and management in public administration . *Public administration and regional development* . 2025. No. 27. P. 126-147.
17. Kryvoruchko O. M., Kovaleva O. P. Formation of a motivational mechanism in the corporate management system. *Economics of the transport complex* . 2022. Issue 40. P. 5-21.
18. Motivational mechanisms of economic development at the stage of European integration: collective monograph / M.V. Semykina, S.D. Luchik, L.D. Zapirchenko and others. Kropyvnytskyi: TsNTU, 2022. 281 p.
19. Mohylna L.M., Oriekhova A.I., Khromushyna L.A. Using innovative IT technologies for HR management. *Economy and Society*. 2022. No. 44. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1829>

20. Oriekhova A.I., Goma O.O. Modern challenges and innovative approaches in human capital management: global and Ukrainian contexts. *Economy and Society* . 2024. No. 68. URL:<https://economyandsociety.in.ua/index.php/journal/article/view/4987>
21. Oriekhova A.I., Goma O.O. Artificial intelligence and big data analysis as innovative solutions in human capital management. *Market Infrastructure* . 2024. No. 81. P.166-171. URL: <http://www.market-infr.od.ua/uk/81-2024>
22. Oriekhova A.I., Slyusarev D.S. The influence of transformational processes on the personnel motivation management system. *Current issues of economic sciences* . 2024. No. 3-4. URL: <https://a-economics.com.ua/index.php/home/issue/view/3>
23. Oriekhova A. I., Slyusarev D. S. Innovative approaches in motivational management in conditions of changes and challenges. *Ukrainian Journal of Applied Economics and Technology* . 2024. Vol. 9. No. 4. Pp. 12 – 16.
24. Sergienko T. I. The influence of leadership style on motivation, productivity and administrative decisions of managers and administrators. *Economic Bulletin of Donbass* . 2025. No. 3. P. 106-112.
25. Kharchenko T. M., Oriekhova A. I., Shestakova A. V. Socio-economic guidelines in the management of personnel development of enterprises. *Ukrainian Journal of Applied Economics and Technology* . 2023. Vol. 8. No. 3. P. 265-269.

6.3 Software

26. Microsoft Office software package.
27. Software (for distance learning, Zoom , Moodle).