

**PJSC “Higher Educational Institution
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**



SYLLABUS
of the academic discipline

MOTIVATIONAL MANAGEMENT

Level of higher education:	first (bachelor's) level
Field of knowledge:	D Business, Administration and Law
Specialty:	D3 Management
Study program:	Management

General information about the academic discipline

Name of the academic discipline	Motivational management
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	3 credits/90 hours Lectures : 24 Seminars/practical classes : 20 Students' independent work : 46
Terms of study of the discipline	7 semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	
Academic degree	
Position	
Areas of scientific research	
Links to the registers of identifiers for scientists	
Contact information	
E-mail:	
Department phone	
Instructor's portfolio on the website	

Discipline's description.

The discipline "Motivational management" is aimed at studying theories, methods and practices of effective management of personnel motivation in organizations. Students of higher education will gain knowledge about key motivational concepts, learn to analyze the needs of employees and develop incentive systems that contribute to sub-increase productivity and involvement.

The subject of the discipline is methods, principles and tools of managing employee motivation in order to achieve the strategic goals of the organization.

The aim of the discipline is the formation of students' knowledge, abilities and skills in the field of motivational management, the development of the ability to effectively manage the motivation of personnel to achieve organizational goals.

The objectives of the discipline:

1. Study of the main theories of motivation;
2. Mastering methods of analyzing the motivational needs of employees;
3. Development of skills in developing motivation systems in the organization;
4. Create the ability to apply motivational management tools in practice.

Prerequisites for the discipline:

The study of the academic discipline “Motivational management” is based on the knowledge and skills acquired by education seekers in the study of the following disciplines: “Introduction to the specialty “Management”, “History of management”, “Organization theory”, “Management”, “HR management”, “Self-management”, “Social responsibility of business”, “Leadership and communications” and others.

Post-requisites for the discipline:

The knowledge and skills acquired by students in the process of studying the academic discipline “Motivational management” contribute to the successful study by students of higher education of a number of other academic disciplines aimed at the formation of professional knowledge and skills:

The educational discipline ensures the formation of general and special competencies by students and the acquisition of learning results determined by the educational and professional program D3 Management, namely: “Fundamentals of project management”, “Strategic enterprise management”.

Program competences

General competences	GC5. Knowledge and understanding of the subject area and professional activity. GC11. Ability to adapt and act in new situations.
Special competences	SC5. Ability to manage an organization and its divisions through the implementation of management functions. SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks. SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization’s personnel. SC11. Ability to create and organize effective communication in the management process. SC13. Understanding the principles and norms of law and the ability to apply them in professional activities. SC14. Understanding the principles of psychology and the ability to apply them in professional activities.

	SC15. Ability to develop and demonstrate leadership qualities and behavioural skills.
Intended learning outcomes	<p>ILO9. Demonstrate teamwork, leadership, and collaboration skills.</p> <p>ILO10. Possess skills in substantiating effective tools for motivating an organization's personnel .</p> <p>ILO14. Identify causes of stress, adapt oneself and team members to stressful situations, and find ways to neutralize them.</p> <p>ILO16. Demonstrate self-directed work skills, flexible thinking, openness to new knowledge, and the ability to be critical and self-critical.</p>

Content of the academic discipline

№	Topics	Number of hours, of which :			
		Lectures	Seminars	Independent work	Teaching methods /assessment methods
7 th semester Content module 1. Theoretical foundations of motivational management.					Teaching methods: verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; reductive method; analytical; synthetic; practical (development of an incentive system); explanatory and illustrative; reproductive; method of problem presentation; partial-search; research; interactive methods (analysis of situations; discussions, debates, polemics; dialogue, synthesis of thoughts; brainstorming; practice of skills; situational modeling, processing of discussion issues); modeling of professional activity; innovative teaching methods (competent; project-research); case method.
Topic 1.	The essence and role of motivation in management.	2		2	
Topic 2.	Motivational process. The main types of motivation.	2	2	6	
Topic 3.	Motivational management tools	2	2	4	
Topic 4.	Evolution of motivation concepts	2	2	6	
Topic 5.	Classical and modern theories of motivation, their importance in personnel management	4	4	8	Assessment methods: oral
Content module 2. Practical aspects of motivational management.					
Topic 6.	Monitoring the motivational environment. The relationship between motivation and organizational culture.	2	2	6	
Topic 7.	Methods and technologies of motivation in management	2	2	2	

Topic 8.	Development of motivational programs for different categories of employees and evaluation of their effectiveness	4	2	8	control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, essays); test control (closed tests: test alternative, test compliance); method of self-control and self-assessment; assessment of case tasks.
Topic 9.	Motivational potential of the manager	2	2	2	
Topic 10.	The influence of motivation on personnel management and development	2	2	2	
Module test					
Total :		24	20	46	
Final control: exam					

Technical equipment and/or software – official website of IAPM:

<http://IAPM.com.ua> The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;
- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment										Modular assessment task	Exam	Total points
Topics	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	40	100
Work in a seminar	3	3	3	3	3	3	3	3	3	3			
Independent work	1	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "Motivational management" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline "Motivational management":

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;

- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the academic discipline “Motivational management” is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student’s exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)

90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of re-
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline “Motivational management” requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline “Motivational management”.

Recommended sources of information:

Basic literature:

1. Law of Ukraine «On remuneration». URL: <https://zakon.rada.gov.ua/laws/show/108/95-%D0%B2%D1%80#Text>
2. Code of Labor Laws of Ukraine URL: <https://zakon.rada.gov.ua/laws/show/322-08#Text>
3. Lawler E. et al. Motivational management: theoretical aspect. Kyiv, 2019. 160 p.
4. Zagorodnya N. P., Kucherenko D. G. Personnel management: theory and practice: education. manual. Kyiv: Center for Educational Literature, 2021. 269 p.
5. Personnel management: training. manual. / Inc. O. IN. Bezpalko, A. D. Berger, T. M. Berezyanko, Yu. M. Hryniuk, D. G. Hryshchenko, O. AND. Dragan, A. S. Zenina-Bilichenko, L. M. Maznyk, L. AND. Tertychna, O. M. Solomka, O. A. Chy-grynets [Za. general ed. O. AND. Dragan]. Kyiv : MPP «LINO», 2022. 612 p.
6. Mykhalitska N. Ya., Yatsyk M. R. Leadership and communications. Lviv: Lv-DUVS, 2024. 528 p.
7. Motivation: The Ultimate Guide to Leading Your Team / Catherine Stothart. — London: Routledge, 2023. URL: <https://www.routledge.com/Motivation-The-Ultimate-Guide-to-Leading-Your-Team/Stothart/p/book/9781032261300> routledge.com+1
8. Work Motivation: The Roles of Individual Needs and Social Conditions / T. T. D. Vo, K. V. Tuliao, C. W. Chen. — Behavioral Sciences, Vol.12, No.2, 2022. <https://doi.org/10.3390/bs12020049> URL:<https://www.ncbi.nlm.nih.gov/articles/PMC8869198/> PMC+1
9. The impact of self-determination theory on work motivation / L. Guo et al. Global Business and Management Research: An International Journal, Vol.16, No.4s, 2024. URL: <https://www.gbmrjournal.com/pdf/v16n4s/V16N4s-118.pdf> gbmr-journal.com
10. Effect of work motivation and job satisfaction on employee performance / S. Riyanto. PPM Review, 2021 URL:[https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/as-sets/15415/PPM_2021_03_Riyanto.pdf](https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/15415/PPM_2021_03_Riyanto.pdf) businessperspectives.org
11. The theories of motivation: A comprehensive analysis of classic and modern models / D. Bandhu. Personality and Individual Differences, 2024.
12. Human resources management and motivation: A literature review / D. F. Vakouftsis. KNOWLEDGE – International Journal, Vol.65(1), 2024.

Additional literature:

1. Bondar T., Krasnonos A. Modern methods of staff motivation. Economy and society. 2023. (57). URL: <https://doi.org/10.32782/2524-0072/2023-57-114>
2. Hirnyak O. M., Lazanovskyi P. P. Management: textbook. Lviv in: Magnolia 2006, 2024. 351 p.
3. Horbal N. I., Melnychuk K. YU. Increasing the motivation of employees of Ukrainian enterprises in crisis conditions. Bulletin of the National University «Lviv Polytechnic». Series «Problems of economics and management». 2023. № 1, Vol. 7. URL: <https://science.lpnu.ua/sites/default/files/journalpaper/>

2023/apr/30056/vse4-109-121.pdf

4. Magas N. V., Fedyshyn H. IN. Indicators for evaluating the effectiveness of the motivation of the company's personnel. Management and marketing as factors of business development: mothers of reports of the II International Scientific and Practical Conference (April 17-19, 2024). Kyiv : NU «Kyiv-Mohyla Academy», 2024. S. 531-533.
5. Morgulets, O. B. Management in the field of ambassador: training. manual. Kyiv: Center of Educational Literature. 2021. 383 p.
6. Nizhnyk V. M., Harun O. A. Mechanism of motivation of highly productive work of personnel in the field of public management of enterprises: monograph. Khmelnytskyi, 2021. 210 p.
7. Professional development of enterprise personnel in the motivational management system: collective monograph /M.V. Semikina, S.V. Dudko, A.A. Orlova and others. Kropyvnytskyi: CODE, 2021. 440 p.
8. Personnel management: textbook. /O. M. Shubaly, N. T. Rud, A. AND. Gordiychuk, I. IN. Shubala, M. AND. Dzyamulych, O. A. Hilukha, P. M. Kosinsky; in general ed. O. M. Shubaly. Lutsk: LNTU, 2023. 414 p.
9. Fedyshyn H. IN. The influence of motivation on the effectiveness of personnel management. Actual issues in modern science. Series «Economy». 2025. № 7(37). S. 162-171. URL: [https://doi.org/10.52058/2786-6300-2025-7\(37\)-162-171](https://doi.org/10.52058/2786-6300-2025-7(37)-162-171)
10. Fedyshyn H. IN. Staff motivations as a strategic management tool. Successes and achievements in science. Series «Economy». 2025. № 7(17). S. 984-992.
11. Khmil F. AND. Workshop on organization management: training. manual. Lviv: Magnolia 2006, 2024. 332 p.
12. Yu. V. Mazur. Theoretical aspects of personnel motivation management in the innovative education system. № 4 (2025): Investments: practice and experience <https://doi.org/10.32702/2306-6814.2025.4.73> 9
13. Bratus, G., Romanova, L., & Mazur, Yu. (2025). Personnel management in the digital era as a vector of innovative tools in higher education institutions. Modeling the development of the economic systems, (3), 335–339. <https://doi.org/10.31891/mdes/2025-17-45>
14. Yu. V. Mazur. Model of personnel motivation management in the concept of innovative development of higher education institutions. Effective economy. 2025. No 2. <https://doi.org/10.32702/2307-2105.2025.2.53>

Information resources:

1. Official website of the Verkhovna Rada of Ukraine. URL : <http://www.portal.rada.gov.ua>
2. The official website of the National Library of Ukraine named after V.I. Vernadskyi. URL : <http://www.nbuv.gov.ua/>
3. Scientific library named after. Maksymovich. URL : <https://library.knu.ua/>
4. Management: Internet portal for managers. URL : <https://www.management.com.ua/>
5. Education.ua. Management. URL: <https://osvita.ua/vnz/reports/management/>