

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
менеджменту, логістики та інновацій
Протокол № 2 від 31.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

КРЕАТИВНИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни (РПНД)

Галузь знань 07 "Управління та адміністрування"
Спеціальність 073 "Менеджмент"
Освітній рівень перший (бакалаврський)
Освітня програма "Логістика"

Статус дисципліни вибіркова
Мова викладання, навчання та оцінювання англійська

Розробники:
к.е.н., доц.

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Тетяна КОЛОДІЗЬВА

Харків
2023

INTRODUCTION

The economy of the 21st century is characterized by the presence of constant changes that directly affect its state and directions of development, the growth of competition between enterprises and corporations is inherent. Maintaining competitive positions and obtaining new competitive advantages by the enterprise is possible only under the condition of high-quality management, which is able to respond quickly, efficiently, innovatively and unpredictably to the threats facing the enterprise. A modern manager must have abilities and skills for innovative activities, a creative attitude to solving problems. The discipline "Creative Management" provides theoretical and practical training of applicants to manage the business processes of an enterprise using a creative component and an innovative approach.

The purpose of the course is to acquire the necessary theoretical knowledge on the formation of creative approaches to the implementation of management functions and mastering practical organizational skills and methodical techniques for determining, building up and realizing individual and team creative potential.

The objectives of the course are:

formation of skills and abilities to establish a management process based on a creative approach;

mastering the skills of creating a creative environment;

formation of skills and abilities to use the main tools for the development of creative thinking;

mastering the skills of recruiting personnel capable of creative thinking;

mastering the methods of motivating and stimulating personnel to innovative activities;

formation of skills for uninterrupted generation of new ideas;

formation of the ability to select effective ideas from the set of proposed ideas;

mastering the skills of forming creative teams;

formation of skills for evaluating the results of innovative activities;

formation of skills for identifying internal and external barriers that prevent creative thinking and activity.

The subject of the course is laws, principles, methods and means of creative enterprise management.

The object of the course is the process of enterprise management, taking into account the creative approach.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO 3	GC 3 GC 4
LO 4	GC 12 GC 11 SC2
LO 8	GC 9 SC7
LO 9	GC 9 SC9 SC11 SC15
LO 10	SC14
LO 16	GC 12

where, LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO 4. Demonstrate skills in problem identification and justification of management decisions.

LO 8. Apply management methods to ensure the effectiveness of the organization

LO 9. Demonstrate the skills of interaction, leadership, teamwork.

LO 10. Have the skills to justify effective tools for motivating the organization's personnel

LO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

GC 3. Ability to abstract thinking, analysis, synthesis.

GC 4. Ability to apply knowledge in practical situations

GC 9. Ability to learn and master modern knowledge

GC 11. Ability to adapt and act in a new situation.

GC 12. Ability to generate new ideas (creativity).

SC 2. The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC 7. Ability to choose and use modern management tools.

SC 9. Ability to work in a team and establish interpersonal interaction when solving professional tasks.

SC 11. Ability to create and organize effective communications in the management process.

SC 14. Understand the principles of psychology and use them in professional activities

SC 15. Ability to develop and demonstrate leadership qualities and behavioral skills.

COURSE CONTENT

Topic 1. Theoretical foundations of creative management

1.1. Creativity and its influence on the activity of the enterprise.

The genesis of creative thinking. The concept of creativity. Intelligence and creativity. The place of creativity in management. Creative personality, creative environment, creative organization. The influence of creativity on the competitiveness of the enterprise.

1.2. The place of creative management in managerial activity.

Functions, tasks of creative management. The influence of creativity on the results of the enterprise. Intellectual prerequisites of creativity. History of the study of creativity.

Topic 2. Forms of detection and methods of development of the creative potential of an individual.

2.1. The essence of creativity and the creative potential of an individual.

Concept of creativity, creative potential. Factors of influence and opportunities for development. Creative potential as the basis of individual creativity. The main features characteristic of a creative personality. Psychological barriers to creativity and methods of overcoming them.

2.2. Methods of activation of creative potential.

Heuristic methods: synectics, brainstorming, method of mental maps, collective notebook, method of 6 thinking caps, etc. Structured methods: functionally structured study of objects (script writing, goal tree, morphological analysis, method of focal objects) and combined algorithmic methods (theory of solving inventive tasks, evolutionary engineering, neurolinguistic programming, generalized heuristic method).

Topic 3. Lateral thinking and conscious creativity

3.1. The concept of lateral thinking.

Comparison of logical and lateral thinking. Search and generation of new ideas. Evaluation of ideas. Evaluation criteria. Characteristics and properties of brilliant ideas

3.2. Methods of activating the search for and solving creative problems in the organization.

The method of the new generation: "Eureka! Response to stimuli". Ten commandments for someone who wants to turn a dream into reality. Types of incentives.

Topic. 4. Organizational knowledge as a product of creative thinking.

4.1. The essence of organizational knowledge.

Basic concepts of the "knowledge" category. Functions and classification of knowledge. The essence of knowledge and its functions in the knowledge economy. Knowledge and information. Classification and sources of knowledge.

4.2. Knowledge in the enterprise subsystem.

Capital structure in the knowledge economy. Competence of the organization. The theory of creation of organizational knowledge. Transformation of knowledge. Socialization, externalization, combination, internalization.

Topic 5. Formation of creative professional teams and their management.

5.1. Methods of forming a creative team at the enterprise.

Best of the best. A team of "diamonds in the rough". Team members from the "school of experience".

5.2. Algorithms and methods of development of innovative teams.

Means of motivating personnel for innovative activities. Basic techniques of group development. The technique of selecting the management elite - Assessment center.

Topic 6. Formation of managers of creative type.

6.1. Characteristics of a manager of a creative type.

Traits of a manager of a creative type. The role of a creative manager in the organization. Self development.

6.2. Formation of creative business leaders.

Formation of leaders as the basis of a creative collective of a digital society. The main economic categories and characteristics of the development of creativity in a leader at an enterprise. Traits of creative business leaders. Portrait of a creative leader. Principles of creative leadership. The structure of the potential of a manager of a creative type; The concept of the potential of a creative manager, parameters for evaluating the potential of a creative manager; factors of successful formation of a creative leader.

Topic 7. The process of finding creative solutions: organizational aspects

7.1. The essence of the process of finding creative solutions

The process of finding creative solutions (Creative Problem Solving). Structured and unstructured problems. Principles of creative solution of unstructured problems. Stages of the search for creative solutions (CSR).

7.2. Modern models of the process of finding creative solutions.

The main characteristics of creative solution search models. A. Osborn's PKR model, model of thinking skills.

7.3. Stages of development of creative solutions in the organization.

The process of developing business ideas. Principles of developing creative solutions. Limiting factors.

Topic 8. Formation of the creative environment of the organization

8.1. Concepts and features of the creative environment.

Components and functions of a creative environment when making managerial decisions.

8.2. Factors of formation of a creative environment.

The model of the company "Three I Corporation". The four R model. External barriers to the manifestation of creativity in the organization.

Topic 9. Motivation and stimulation of employees of the creative sector

9.1. Peculiarities of motivation and stimulation for creative activity.

Stimulus, motive. Mechanism of motivation for innovative activity. The manager's creative approach to motivating creative employees. Components of creative resources of an enterprise employee. A model of motivation aimed at developing the creativity of the company's employees.

9.2. Types of motivation of creative individuals.

The main types of motivation: internal, external, personal motivation, interpersonal motivation. Matrix of the main types of motivation. Motivational anagram of the distribution of types of creative personalities. Peculiarities of motivation of creative personalities.

Topic 10. Peculiarities of the organization of creative management.

10.1. The essence and principles of building creative management organizations.

Differences between creative projects and creative structures. Types of organizational structures of creative organizations. Criteria for decision-making on defining the organizational structure. Schemes of organizational structures depending on the system of relationships between project participants. Types of organizational structures depending on the content of the project. Organic and mechanistic organizational structures.

10.2. Principles of building creative management organizations.

General principles and sequence of building organizational structures of project management.

Topic 11. Development of creativity of personnel in the organization.

11.1. Organization of personnel training in an intellectual organization.

Organizational training. A learning organization. The concept of continuous learning. Bloom's taxonomy. The concept of one-two-circuit training.

11.2. Modern forms of personnel training

Creating a network learning environment (NLE). Coaching Budding. Social learning.

Topic 12. Creativity in innovative entrepreneurship

12.1. Conceptual and categorical innovation management apparatus.

The essence of innovation, features of innovative activity. Components of innovation management systems. Commonalities and differences of the concepts of innovation and creativity. The place of creativity in innovative activity.

12.2. Management problems involving the use of a creative approach.

Innovative, creative and heuristic management: interaction and difference. Strategies of geniuses.

The list of practical (seminar) and laboratory studies in the course is given in table 2.

Table 2

The list of practical task and laboratory studies

Name of the topic and task	Content
Topic 1. Practical from exercise 1.	Researching business opportunities.
Topic 2. Practical from exercise 2.	Using methods of activation of creative personnel
Topic 3. Practical task 3	Using the method of control questions
Topic 4. Laboratory work 1.	Analysis of barriers to creativity in the organization
Topic 5. Practical task 4.	Assessing the potential to create a creative advantage
Topic 6. Laboratory work 2 .	Barriers to knowledge exchange. Knowledge management systems
Topic 7. Laboratory work 3.	Application of the method of finding creative solutions "5 W"
Topic 8. Practical task 5	Factors of formation of a creative environment
Topic 9. Laboratory work 4	Development of a program of motivation for creative activity
Topic 10. Laboratory work 5.	Improvement of the organizational structure of the organization in accordance with the requirements of creative management
Topic 11. Practical task 6.	The choice of the form of personnel training in accordance with the conditions of the creative organization
Topic 12. Laboratory work 6.	Osborne's checklist and modified list of questions for developing new products and services

The list of self-studies in the course is given in table. 3

Table 3

List of self-studies

Name of the topic	Content
Topic 1.	Learning new material: reading and noting literary sources of information, preparation for practical classes;
Topic 2.	Studying the material using elements of creativity: participation in business games, preparation for practical classes;
Topic 3.	Learning new material: reading and noting literary sources of information, preparation for practical classes;
Topic. 4.	Studying the lecture material, preparing for the laboratory session
Topic 5.	Study of lecture material, preparation for practical classes
Topic 6.	Studying the lecture material, preparing for the laboratory session
Topic 7.	Learning new material: reading and noting literary sources of information; watching videos, preparing for a laboratory session
Topic 8.	Study of lecture material, preparation for practical classes.
Topic 9.	Learning new material: watching videos, preparing for a laboratory session;
Topic 10.	Studying the lecture material, preparing for the laboratory session
Topic 11.	Study of lecture material, preparation for practical classes
Topic 12.	Give examples of the application of various mechanisms of generating ideas in the creation of innovations, preparation for a laboratory session.

The number of hours of lectures, laboratory and practical studies, hours of self-study is given in the technological card of the course "Creative Management".

TEACHING METHODS

In the process of teaching an educational discipline, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal (lecture (Topic 1 - 6, 9, 11-12, problem lecture (Topic 7, Topic 10), provocative lecture (Topic 8)).

In person (demonstration (Topic 1 -12).

Practical (Topic 1-3 , 5 , 8 , 11).

Laboratory work (Topic 4, 6-7, 9-10 , 12).

Case method (Topic 8).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lecture, practical and laboratory classes and is aimed at checking the level of preparedness of the higher education applicant to perform a specific job and is evaluated by the sum of points scored:

– for course with a form of semester control as an exam: the maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is conducted in the form of a semester exam (exam). The semester exam (exam) is taken during the exam session.

The maximum number of points that a student of higher education can receive during the examination (examination) is 40 points. The minimum amount for which the exam is considered passed is 25 points.

The final grade by academic discipline is determined

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the academic discipline, the following control measures are used:

Current control: Individual educational and research tasks (29 points), colloquium (16 points), individual task (15 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria.

An example of an examination paper

Simon Kuznets Kharkiv National University of Economics
First (bachelor) level of higher education
"Management" specialty
Study programme "Logistics".
Course — "Creative Management"

Task 1 (12 points)

1. According to the criterion of dynamism, the types of thinking are divided into:
 - a) critical, positive, scientific;
 - b) dogmatic, stereotyped, flexible;
 - c) theoretical, technocratic, empirical.
2. The author of the "Six Hats of Thinking" model is:
 - a) Michael Michalko;
 - b) Edward de Bono;
 - c) Alan J. Rowe.
3. Heuristic methods of creativity activation include:
 - a) neurolinguistic programming;
 - b) collective notebook;
 - c) brainstorming;
 - d) expert assessment;
 - e) the "Delphi" method.
4. The intellectual abilities of a person include:
 - a) learning ability, creativity, reflexivity;
 - b) experience, creativity, ability to learn.
5. Leadership models include:
 - a) authoritarian;
 - b) expert;
 - c) democratic;
 - d) charismatic.
6. The following classes of methods for finding creative solutions are distinguished:
 - a) heuristic, functional and structural study of objects and combined algorithmic;
 - b) heuristic, metatheoretical level and combined algorithmic.
7. A certain ability of a person to perceive his own feelings and respond to the feelings of others:
 - a) physical intelligence;
 - b) sensory intelligence;

- c) creative intelligence;
- d) social intelligence.

8. Which of these methods refer to methods of team formation:

- a) the best of the best;
- b) expert selection;
- c) team members from the "school of experience";
- d) 360° assessment?

9. The problem of motivating employees to be creative is:

- a) the need to control the creative ideas of the staff;
- b) clarifying the expediency of a creative approach to solving a certain task;
- c) the dilemma of combining diligence and creativity of the staff.

10. What factors belong to the heuristic way of thinking:

- a) breadth, productivity, generalization, variability;
- b) efficiency, flexibility, originality, imagination, fantasy;
- c) intuitiveness, individuality, structuredness, predictability.

Task 2 (12 points)

Determine the requirements for organizational structures that support creativity and the principles of their formation.

Task 3 (16 points)

There are certain psychological barriers that prevent the exchange of knowledge between employees and limit the effectiveness of the units and the organization as a whole. The main ones are as follows: "My value as an employee is determined by the fact that I possess unique knowledge unknown to others." "I am paid to work, not to teach others." "No one taught me." "People have to think for themselves." "I'm too busy for that." "It takes too long to find the source of the information you need."

Task 1. Propose measures to overcome these barriers. 2. How to encourage employees to share knowledge?

Approved at the meeting of the Department of management, logistics and innovation No. _____ dated "___" _____20___.

Examiner

Assoc.prof. Viktoriia TOMAKH

Chief of Department

Prof. Olena IASTREMSKA

Evaluation criteria

The final marks for the exam consist of the sum of the marks for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

Task 1 (test). (12 points) 1 point for each correct test .

Task 2 (diagnostic). (12 points) A score of 12-10 points is given if the task is performed correctly using a standard algorithm, with the necessary conclusions. A score of 9 - 7 points is given if the task is completed in full, but there are no conclusions or inaccuracies in calculations and design; formulation of terms, categories, small arithmetical errors in calculations during decision-making; or provided that the task is completed properly by at least 70%. A grade of 6-4 points is assigned if the task is completed by at least 50%, subject to proper registration; .a grade of 3-1 points is given if the task is completed by less than 50%.

Task 3 (heuristic). (16 points). A score of 14-16 points is given for the complete assimilation of the program material and the ability to navigate in it, the use of additional material, and manifestations of creativity. The student demonstrates conscious application of knowledge to solve practical situations. When performing the heuristic task, the student must make correct conclusions about the proposed production situation and formulate his own recommendation for improving the problem. The design of the completed task should be neat.

A score of 13 - 10 points is given for complete completion of the task, but lack of a creative approach and demonstration of knowledge of additional material. In general, the task was performed methodically correctly and neatly designed.

A score of 9 - 5 points is given for a partial ability to apply theoretical knowledge to solve practical problems; provided that the task is partially completed, and the student demonstrated understanding of the main provisions of the subject material when answering.

A score of 4-1 points is given if the task is completed by less than 30%.

RECOMMENDED LITERATURE

Main

1. Брич В. Я. Креативний менеджмент: підручник / В. Я. Брич, М. М. Корман. – Тернопіль : ТНЕУ, 2018. – 220 с.
2. Назарова Г. В. Креативна економіка та менеджмент [Електронний ресурс] : навч. посіб. / Г. В. Назарова, Ю. В. Сотникова ; Харківський національний економічний університет ім. С. Кузнеця. - Х. : ХНЕУ ім. С. Кузнеця, 2018. - 159 с. Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/20645>

Additional

1. Креативний менеджмент [Електронний ресурс] : конспект лекцій для здобувачів вищої освіти освітнього ступеня "Магістр" спеціальності 073 "Менеджмент", денної форми навчання / О. В. Калюжна. — Електрон. текст. дані. – Миколаїв : МНАУ, 2018. – 63 с.
2. Лебединська О. С. Переваги та недоліки формування креативних команд на підприємстві / О. С. Лебединська // Сучасні проблеми управління підприємствами: теорія та практика : матеріали міжнар. наук.- практ. конф., 3-4 бер. 2020 р., м. Харків – м. Торунь. – Х. : ФОП Панов А. М., 2020. – С. 172–175. Режим доступу:

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3. Томах В. В. Креативний менеджмент як чинник конкурентоспроможності підприємства / В. В. Томах, С. Г. Кривова, Г. В. Еатон // Економіка та суспільство. - №54. – 2023. Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/30363>

4. Guest editorial: Creativity management and manufacturing firms' performance / Luna Leoni, Matteo Cristofaro, Koteshwar Chirumalla, Stephen Dobson // Journal of Manufacturing Technology Management. – 33,4 – 2022. <https://www.emerald.com/insight/content/doi/10.1108/JMTM-06-2022-506/full/pdf?title=guest-editorial-creativity-management-and-manufacturing-firms-performance>

Information resources

5. Нормативні акти України [Електронний ресурс]. – Режим доступу : <https://www.nau.ua>.

6. Сервер Верховної Ради України [Електронний ресурс]. – Режим доступу : <https://www.rada.gov.ua>.

7. Сервер Державного комітету статистики України [Електронний ресурс]. – Режим доступу : <https://www.ukrstat.gov.ua>.