

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

**ЗАТВЕРДЖЕНО**

на засіданні кафедри  
соціальної економіки  
Протокол № 19 від 16.12.2023 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

**КРЕАТИВНИЙ МЕНЕДЖМЕНТ**  
робоча програма навчальної дисципліни (РПНД)

Галузь знань                     всі  
Спеціальність                 всі  
Освітній рівень               перший (бакалаврський)  
Освітня програма             всі

Статус дисципліни

вибіркова

Мова викладання, навчання та оцінювання

англійська

Розробники:

Д.е.н., проф.

В'ячеслав ЛАПТЄВ

К.е.н., доцент

Юлія СОТНІКОВА

Завідувач кафедри  
соціальної економіки

Галина НАЗАРОВА

Харків  
2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

**APPROVED**

at the meeting of the Social economy  
department

Protocol № 19 of 16.12.2023



**AGREED**

Vice-rector for educational and methodical work

Karina NEMASHKALO

**CREATIVE MANAGEMENT**

**Program of the course**

Field of knowledge **All**  
Specialty **All**  
Study cycle **first (bachelor)**  
Study programme **All**

Course status

**elective**

Language

**English**

Developers:

Dr of Sciences  
(Economics),  
Full Professor,  
PhD (Economics),  
Associate Professor

Viacheslav LAPTEV

Head of Social Economy  
Department

Yuliia SOTNIKOVA

Galyna NAZAROVA

Kharkiv  
2023

## INTRODUCTION

The current stage of development of society is characterized by the increasingly active penetration of creativity from the field of art and science in other areas of human activity. The sphere of management is no exception. In the theory of management recently more and more attention began to be paid to the problem of wide use of creative potential of managers and top managers of the enterprise. In modern western management, the management of the formation of new ideas is now referred to as creative management. The relevance of creative management is due to the fact that the transformation processes in which the organization is, are impossible without changing the requirements for the processes of creating new knowledge, professionalism, creativity, intellectual level of the organization. These changes should relate to: innovative abilities, the ability to resolve conflicts, the ability of management, to manage innovative teams, personal development based on new technologies to enhance thinking.

The purpose of the educational discipline is to form innovative thinking in graduate students, to master the tools of a creative approach to solving innovative tasks, to acquire knowledge and skills in the field of developing a creative environment and creating a creative organization.

The tasks of the academic discipline are:

definition of creative management as a scientific discipline and field of enterprise activity;

knowledge of the legal framework for the regulation of intellectual property protection in Ukraine and abroad;

knowledge and ability to implement in practice methods of activation of creative thinking;

motivating employees to creative activities using material and non-material methods;

knowledge and ability to create an effective creative team.

The object of the educational discipline is the process of making management decisions using a consistent set of procedures that form a general scheme of managing the creative process.

The subject of the academic discipline is the creative process and the peculiarities of its management.

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
Ability to determine the features of the development of the creative class, creative industries	To be able to calculate the index of creativity in countries, regions, draw appropriate conclusions
Ability to identify types of confidential information and sources of its dissemination	To form a system of protection of confidential information at the enterprise
Ability to identify ways to motivate creative workers	To form a model of motivation of creative employees of the organization taking into account individual features
Ability to apply management methods to innovation teams	To use various methods of activating creative potential, taking into account the peculiarities of the internal and external environment
Assess the level of integrativeness and creativity of the organization	Identify the level of integrativeness and creativity based on the results of the analysis

## COURSE CONTENT

### Content module 1. Creative economy: formation, development and initiating environment

#### Topic 1. The conceptual principles of the creative economy

- 1.1. The role of the creative economy in the modern business environment
- 1.2. The creative class as the "core" of the creative economy
- 1.3. The features of modern development of creative industries

#### Topic 2. The features of the formation of a creative economy in Ukraine and abroad

- 2.1. Formation of creative society as a prerequisite for the development of a creative economy
- 2.2. University as the basis for the development of a creative economy
- 2.3. The features of the development of creative economy in Ukraine

#### Topic 3. Protection of intellectual property rights in the creative economy

- 3.1. The concepts and types of confidential information
- 3.2. The sources of distribution and ways of protection of confidential information at enterprises
- 3.3. Regulatory and legal framework for the protection of confidential information and intellectual property

#### Topic 4. Creative management as a basis for building a creative economy

- 4.1. The essence and place of creative management in a creative society

- 4.2. The purpose, tasks and functions of creative management

## **Content module 2. The theoretical foundations of creative management**

### **Topic 5. The process and nature of human thinking. The types of thinking**

- 5.1. The approaches to the definition of the thinking process
- 5.2. The types of thinking
- 5.3. Creativity and creative thinking
- 5.4. Theories of thinking
- 5.5. The methods and techniques of cognition
- 5.6. Formation of effective thinking

### **Topic 6. Formation of a creative person**

- 6.1. The essence of creativity and personality
- 6.2. The creative potential of the individual
- 6.3. Creative barriers and ways to overcome them
- 6.4. The features of a creative personality
- 6.5. The stages of the creative process
- 6.6. The forms of the discovery, development and using of creative potential

### **Topic 7. The creative type manager**

- 7.1. The role of a manager in a modern organization
- 7.2. The characteristics of a creative type manager
- 7.3. Business coaching
- 7.4. Leadership models: charismatic and expert

### **Topic 8. Formation of creative environment at an organization**

- 8.1. The process of moderating creative activity
- 8.2. Organization of the working environment at a creative organization
- 8.3. Corporate culture as an essential element in the formation of a creative environment

### **Topic 9. Integral intelligence as an object of management in creative management**

- 9.1. The types of intelligence as an object of management
- 9.2. Formation of integral intelligence
- 9.3. The principles of the formation of integral intelligence, the concept of integrity
- 9.4. The methods for estimating integrity

### **Topic 10. Team building in creative management**

- 10.1. The approach to understanding the term "team"
- 10.2. The principles of forming a creative team
- 10.3. The strategies for setting goals in a team formation

#### 10.4. The techniques for group work in the team

### **Topic 11. Motivation of personalities of creative type**

11.1. The motivational mechanism in innovative activity

11.2. The creative approach of a manager to motivation of the staff

11.3. The types of motivation of creative personalities

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

Table 2

**The list of practical (seminar) studies**

Name of the topic and/or task	Content
Topic 1 Task 1	Providing definition of "creative economy" using the technology "senchen". Determine the level of creativity of a specialist by of testing.
Topic 2 Task 2	Research of regions of Ukraine by indicators of creativity: indices of tolerance, talent and technologies Round table on the topic: "The role of higher education institutions in the formation and development of a creative economy in Ukraine"
Topic 3 Task 3 Seminar	Solution of cases on definition of normative base in the decision of problems on protection of a parva of intellectual property 1. International standards for the protection of intellectual property rights 2. Protection of Intellectual Property Rights in Ukraine 3. Contrafaction and piracy as a global problem 4. Protection of copyright and related rights: domestic and foreign experience 5. Protection of trademark rights: domestic and foreign experience 6. Protection of the rights to inventions: domestic and foreign experience
Topic 4 Task 4	Work in small groups on the place and role of creative management in the process of rebuilding the creative economy in Ukraine on the principle of "ABC".
Topic 5 Task 5	Applying the "synectic" method to solve a problem situation Applying the "6 hats" method to solve a problem situation
Topic 6 Task 6 Seminar	Implementation of the creative opportunities and creative barriers method 1. Comparative characteristics of existing methods of negotiation. 2. Application in the practice of the Socrates method. 3. Application in the practice of the Stirlitz method. 4. Application in practice of the three rounds method
Topic 7 Task 7	Defining types of employee leadership through tests. Role-playing game to determine the leadership qualities of managers

Topic 8 Task 8	Realization of the method of activating creative thinking "brainstorming" for solving the problem situation. Role Playing Game
Topic 9 Task 9	Realization of the method of activating creative thinking "brainstorming" for solving the problem situation. Role Playing Game
Topic 10 Task 10	Applying the "mental maps" method, "clusters" to solve a problem situation
Topic 11 Task 11	Role Playing Game "Find the best type of motivation"

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

Table 3

### **List of self-studies**

Name of the topic and/or task	Content
Topic 1	Search, selection and review of literary sources on a given theme. Preparation of materials for calculating the global index of creativity using the R. Florida's method
Topic 2	Search, selection and review of literary sources on a given topic "The role of higher education institutions in the formation and development of a creative economy in Ukraine"
Topic 3	Preparation of short reports of up to three minutes on "the place and role of creative management in the process of rebuilding the creative economy in Ukraine" Essay writing
Topic 4-10	Search, selection and review of literary sources on a given topic
Topic 11	Preparing for writing a control work

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

## **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 (problematic lectures (Topic 2, 4), mini-lectures (Topic 9), seminars-discussions (Topic 3, 6)).

Visual (presentations (Topic 11), case method (Topic 3,7)).

Practical (practical work (Topic 1 - 11), work in small groups (Topic 5 - 11), brainstorming (Topic 8), role-playing games (Topic 8, 11)).

## **FORMS AND METHODS OF ASSESSMENT**

The university uses a 100-point accumulative system for evaluating the learning outcomes of students of higher education.

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

The form of semester control is credit: the maximum amount is 100 points; the minimum amount that allows a student of higher education to receive credit is 60 points.

Final control is carried out in the form of semester control.

Semester control is conducted in the form of credit. The credit score is determined by summing the points for all types of current control.

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

practical tasks (51 points), discussion seminars (16 points), written test (20 points), essay (3 points), individual task (10 points).

More detailed information about the evaluation system is given in the work plan (technological map) for the academic discipline.

## RECOMMENDED LITERATURE

### Main

1. Брич В.А., Корман М.М. Креативний менеджмент : підручник / В.А. Брич, М.М. Корман. – Тернопіль: ТНЕУ, 2018. – 213 с.
2. Назарова Г.В. Креативна економіка та менеджмент: навчальний посібник / Г.В. Назарова, Ю.В. Сотнікова. – Х. : Вид. ХНЕУ ім. С. Кузнеця, 2018. – 160 с.
3. Самокиш О.В. Креативний менеджмент : навчальний посібник / О.В. Самокиш. – Київ: Кондор, 2018. – 204 с.
4. Флоріда Р. Homo creativus. Як новий клас завойовує світ / Р. Флоріда. – Київ: Наш формат, 2018. – 380 с.

### Additional

6. Лебединська О. С. Переваги та недоліки формування креативних команд на підприємстві / О. С. Лебединська // Сучасні проблеми управління підприємствами: теорія та практика : матеріали міжнар. наук.- практич. конф., 3-4 бер. 2020 р., м. Харків – м. Торунь. – Х. : ФОП Панов А. М., 2020. – С. 172–175. <http://repository.hneu.edu.ua/handle/123456789/23471>

6. Ковальова В.І. Креативний менеджмент як важлива складова інноваційного підприємництва / В.І. Ковальова // Молодий вчений. – 2018. - № 1 (53). - с. 896-899

7. Кузнецова Н.Б. Концептуальні основи формування та розвитку креативних кластерів / Н.Б. Кузнецова // Web of Scholar. – 2018. – №2(20). – С.7-11.



8. Свидрук І. І. Концептуально-методологічні основи розвитку креативного менеджменту національного господарства України: монографія / І. І. Свидрук. – Львів: Растр-7, 2018. – 450 с.
9. Свидрук І. І. Соціально-економічні аспекти креативного менеджменту / І. І. Свидрук // Науковий вісник НЛТУ України. – Львів : Вид. НЛУУ, 2018. – Т. 28, № 4. – С.108-111.
10. Сотнікова Ю.В. Креативність як сучасний фактор виробництва / Ю.В. Сотнікова // Сучасні проблеми управління підприємствами: теорія і практика : матеріали Міжнародної науково-практичної конференції. –Х.: Видавець ФОП Панов А.М., 2019. – 215-218. <http://repository.hneu.edu.ua/handle/123456789/21246>
11. Томах В. В. Креативний менеджмент як чинник конкурентоспроможності підприємства / В. В. Томах, С. Г. Кривова, Г. В. Еатон // Економіка та суспільство. – 2023. – №54. <http://repository.hneu.edu.ua/handle/123456789/30363>
12. Sotnikova Yu. Using of crowdsourcing in a modern creative economy / Sotnikova Yu., Stepanova E., Kasmin D., Nazarov N., Semenchenko A. // Espacios. – 2020. – № 41. – P. 20-33. <http://repository.hneu.edu.ua/handle/123456789/25953>
13. Sotnikova Yu. Features of creative clusters formation in Ukraine / Yu/ Sotnikova, E. Stepanova, N. Nazarov, A. Semenchenko // Ikonomicheski Izsledvania. –2021. – №5. – P.89-104. <http://repository.hneu.edu.ua/handle/123456789/25955>

#### **Informational resources**

14. Новинки креативного середовища [Електронний ресурс]. – Режим доступу : [http:// www.liga.net/](http://www.liga.net/).
15. Кодекс законів про працю [Електронний ресурс] // Відомості Верховної Ради УРСР. – Режим доступу : <http://zakon2.rada.gov.ua/laws/show/322-08>.
16. Креативна економіка та менеджмент : сайт персональних навчальних систем [Електронний ресурс] / Режим доступу : <https://pns.hneu.edu.ua/course/view.php?id=5614>
17. Хохлов В.В. Оценка эффективности использования финансов предприятий в условиях рыночной экономики [Електронний ресурс] / Режим доступу : <http://www.cis2000.ru/publish/>.
18. Економічний словник [Електронний ресурс] // Бібліотека економіста. – Режим доступу : <http://www.library.if.ua/>.
19. Статистична інформація [Електронний ресурс] / Державний комітет статистики України. – Режим доступу : [www.ukrstat.gov.ua](http://www.ukrstat.gov.ua).