

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
NATIONAL AVIATION UNIVERSITY  
Faculty of Transport, Management and Logistics  
Management of Foreign Economic Activity of Enterprises Department**

AGREED

Dean of Faculty of  
Transport, Management and Logistics

\_\_\_\_\_ T. Mostenska

«\_\_\_» \_\_\_\_\_ 2021

APPROVED

Vice-Rector for Academics

\_\_\_\_\_ A. Polukhin

«\_\_\_» \_\_\_\_\_ 2021




Quality Management System  
**COURSE TRAINING PROGRAM**  
on  
**“Creative management”**

Educational and Professional Programs: “Management of Foreign Economic Activity”  
Field of study: 07 “Management and Administration”  
Specialty: 073 “Management of Foreign Economic Activity”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/CGP/C	TP/CPr	Form of semester control
Full-time	3	120/4,0	34	17	69	-	-	Graded Test - 3 s.

Index: НБ-7-073-2/21-3.1.

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 2 of 10	

The Course Training Program on «Creative management» is developed on the basis of the Educational and Professional programs «Management of Foreign Economic Activity», Master Curriculums № НБ-7-073-2/21 for the Specialty 073 “Management of Foreign Activity ” and corresponding normative documents.

Developed by:

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The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program “Management of Foreign Economic Activity” Specialty 073 “Management”– Management of Foreign Economic Activity of Enterprises Department, Minutes № 12 of «\_\_» \_\_\_\_\_ 2021.

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«\_\_» \_\_\_\_\_ 2021

Document level – 3b


The Planned term between revisions – 1 year

**Master copy**

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 3 of 10	

## CONTENTS

<b>Introduction</b>	<b>4</b>
<b>1. Explanatory notes</b>	<b>4</b>
1.1. Place, objectives, tasks of the subject	4
1.2. Learning outcomes the subject makes it possible to achieve	4
1.3. Competences the subject makes it possible to acquire	4
1.4. Interdisciplinary connections	5
<b>2. Course training program of the subject</b>	<b>5</b>
2.1. The subject content	5
2.2. Modular structuring and integrated requirements for each module	5
2.3. Training schedule of the subject	8
<b>3. Basic concepts of guidance of the subject</b>	<b>8</b>
3.1. Teaching methods	8
3.2. List of references (basic and additional)	8
3.3. Internet informational resources	8
<b>4. Rating system of knowledge and skills assessment</b>	<b>9</b>

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 4 of 10	

## INTRODUCTION

The Course Training Program (CTP) on «Creative management» developed based on «Methodical guidelines for the development and design of the course training program of subject of full-time and part-time study», approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTES

#### 1.1. Place, objectives, tasks of the subject.

The subject is theoretical and practical basis for a set of knowledge and skills that form the profile the specialist in the management.

**The purpose** of teaching the subject is to form in future managers of airlines and airports theoretical knowledge and practical skills about the formation of a creative team, methods of creating and selecting ideas, approaches to making management decisions, creative using of company resources.

**The tasks** of studying the subject are:

- familiarization with the basics of creative management, methods and tools for finding creative ideas;
- study of the process of formation and management of the creative team;
- understanding of the essence of the concepts of leadership, power, influence; acquaintance with their forms in order to solve professional problems.
- getting acquainted with the essence of the company's HR policy and new technologies for training managers;
- acquisition of the skills to make, justify and ensure implementation of creative management decisions;
- study of the essence and methods of motivating creativity in a team;
- formation of practical skills of business communication;
- acquiring the skills of self-management and leadership abilities.

#### 1.2. Learning outcomes that the subject makes it possible to achieve.


As a result of studying the subject the student must achieve the following **learning outcomes**:

- know and use methods and tools for creating and selecting creative ideas;
- be able to form and know the approaches to managing a creative team;
- understand the essence and content of the company's HR policy;
- know the tools for making and providing creative management decisions;
- know how to conduct business communication.

#### 1.3. Competences the subject makes it possible to acquire.

As a result of studying the discipline, the student must acquire the following **competences**:

- the ability to use knowledge in practical situations;
- acquiring creative thinking, openness to applying relevant competencies to a wide range of possible jobs;
- the ability to use different creative methods to generate ideas, evaluate and implement them;
- ability to work in a creative team, solve complex problems and be able to apply different methodological approaches when making and implementing management decisions;
- ability to self-development and effective self-management;
- ability to use airline resources creatively;
- ability to create and organize effective communications in the management process;
- acquiring effective business communication skills.

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 5 of 10	

#### **1.4. Interdisciplinary connections.**

The discipline «Creative management» is the basis on the knowledge of such disciplines as: «Basics of logistics and chain supply management», «Basics of management», «Academic skills for professional training» and are the basis for the study of such disciplines as: «Operations Management», «HR-Management», «Foreign Economic Activity of Enterprise» and etc.

## **2. COURSE TRAINING PROGRAM ON THE SUBJECT**

### **2.1. The subject content.**

Training material is structured according to the modular principle and consist of two educational module: educational **module № 1 «Formation and management of the creative team»** and educational **module № 2 «Management decisions and communication»**, which are logically complete, independent, integral part of the curriculum the assimilation of each involves a modular test and analysis of it's result.

### **2.2. Modular structuring and integrated requirements for each module.**

#### **Module № 1 «Formation and management of the creative team»**

**Integrated requirements of module № 1:** understand essence and content of creative management; the components of a manager's creative potential; choose and use methods for finding creative ideas; understand the essence of social and psychological climate of creative teams; apply methods of collective generation of ideas; understand the principles of building a creative organizational structure of the company, including a virtual company; know the features of managing a creative team; understand the essence of innovation as a mechanism for managing a creative team; know and apply different forms of managerial influence.

#### **Topic 1. The essence and content of creative management.**

The essence of creativity concept. Creativity as a base of modern company management. Theory of creative management. Creative management as a science and type of activity. Typology of thinking in research and management activity. Features of creative thinking. The components of intellect. Characteristics of a manager of creative type.

#### **Topic 2. Management of ideas.**

Conditions of the creative process and factors affecting it. The essence and components of a person's creative potential. Ways to develop creativity. Stages of the creative process. The products of creativity. Methods of searching for creative ideas. Brainstorming method, Delphi method, Ship's Council method, Mental Maps method, Six Hats method, Morphological Analysis, SCAMPER method.

#### **Topic 3. Forming a professional creative team.**


Socio-psychological essence and socio-economic characteristics of the creative team. The essence of communication and role in the creative process it. The main characteristics of a healthy socio- psychological climate in the team. The essence, types and features of conflicts in the team. Management of conflicts. The essence and types of organizational structures of the creative team.

#### **Topic 4. Methods of collective generation of ideas.**

The role of lateral thinking in the formation of ideas. Features of logical and lateral thinking in the creativity process. The model of creativity D. Henry. Intellect as a component of creativity. Types and structure of intellect. Methods of collective generation of ideas. Method of free associations. Method of inversion. The method of empathy. The method organized strategies. Stimuli and their role in the generation of ideas. The “Eureka” method.

#### **Topic 5. Managing a creative team.**

Principles of creative team management. Characteristics and features of management of the virtual organization. Innovation as a mechanism for cretive team management. Types of response to

	Quality Management System. Course Training Program on “ Creative management”	Document Code	GMS NAU CTP 19.06-01-2021
		page 6 of 10	

innovations in the team. The concept of reengineering business processes. The concept of organizational development. The essence and difference between influence and power. Characteristic of forms of power. Influence through persuasion. Influence through participation. Metamorphic influence.

## **Module № 2 « Management decisions and communication»**

**Integrated requirements of module № 2:** know the way of professional selection of employees; understand the importance of professional training and apply new technologies of personnel training in the activities of the enterprise; analyze and use different methods of making creative management decisions; understand the importance of motivating labor and apply different creative methods of increasing motivation; be able to conduct professional business communication; know the ethics of business communication processes; be able to form goals for self-development and improvement of leadership abilities; possess the skills.

### **Topic 1. HR-policy of enterprise.**

Creative activities of a manager and a subordinate. The essence and methods of professional selection. The method of expert evaluation of the psychological model of the profession. CASE interview. Project interview. Creative ways of recruitment. Training and change. New technologies of training for managers. Linking creativity to learning and change. Training and coaching. The relationship of creativity to learning and change. Development of a strategy for change. Implementation of change.

### **Topic 2. Technology for making and implementing creative management decisions.**

Management decisions as a social and psychological category of management. Requirements for managerial decisions. The essence and types of managerial decisions. Stages of preparation and acceptance of managerial decisions. The method of ABD-analysis and the Eisenhower method. Walras method. Savage method. Laplace-Bayes method. Emotional-volitional regulation in making creative decisions. Methods of decision-making in conditions of uncertainty. Styles of decision-making. Managerial decisions based on experience and judgment. Intuitive managerial decisions.

### **Topic 3. Creative staff motivation.**

Labor motives as a component of labor activity. Creative ways to increase motivation and loyalty. Motivation of creative activity and work of the personnel. The concept of "loyalty" and "motivation". Classification of roles in a creative team. Berne's theory of business communication. Characteristics of types of behavior: manipulator, actualizer. Ethics of business communication actions.

### **Topic 4. Managerial communication.**

The essence and importance of business communication. Types of business communication. Meeting as a form of collective discussion of business issues. Types of meetings. The essence and types of discussion polemics, disputes, brainstorming. Strategies for business negotiations. Reflexive and non-reflexive listening in business communication. Application of E. Berne's theory of communication. Principles of interaction between a manager and a subordinate. Features of moral business behavior of different countries of the world


### **Topic 5. Self-management.**

The essence of self-management. Techniques of self-awareness of the personality. Emotional intelligence skills and managing your emotions. Techniques for shaping your own goals and improving your leadership abilities. Components of interpersonal communication. Formation of skills to effectively send messages and receive feedback. Strategies and tactics for effective persuasion.



### 2.3 Training schedule of the subject

№	Topic (thematic section)	Total hours			
		Total	Lectures	Practicals	Self-study
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
<b>Module № 1 «Formation and management of the creative team»</b>					
<b>3 Semester</b>					
1.1.	The essence and content of creative management	8	2	-	6
1.2.	Management of ideas	10	2	2	6
1.3.	Forming a professional creative team	12	2	2	8
1.4.	Methods of collective generation of ideas	14	4	2	8
1.5.	Managing a creative team	14	4	2	8
1.6.	Module test № 1	4	2	-	2
<b>Total for the module № 1</b>		<b>58</b>	<b>14</b>	<b>8</b>	<b>36</b>
<b>Module № 2 « Management decisions and communication»</b>					
2.1.	HR-policy of enterprise	13	4	2	7
2.2.	Technology for making and implementing creative management decisions	12	4	2	6
2.3.	Creative staff motivation	12	4	2	6
2.4.	Managerial communication	11,5	3,5	2	6
2.5.	Self-management	9	2	1	6
2.6	Modul test № 2	4,5	2,5	-	2
<b>Total for the module № 2</b>		<b>62</b>	<b>20</b>	<b>9</b>	<b>33</b>
<b>Total for 3 semester</b>		<b>120</b>	<b>34</b>	<b>17</b>	<b>69</b>
<b>Total for the subject</b>		<b>120/4</b>	<b>34</b>	<b>17</b>	<b>69</b>

	Quality Management System. Course Training Program on “Creative management”	Document Code	GMS NAU СТР 19.06-01-2021
		page 8 of 10	

### 3. BASIC CONCEPTS OF GUIDANCE OF THE SUBJECT

#### 3.1. Teaching methods

The following teaching methods are used in the study of the discipline:

- explanatory-illustrative method;
- the problem presentation method;
- reproductive method;
- the research method.

The implementation of these methods is carried out during lectures, practical classes, independent problem solving, work with academic literature, etc.

#### 3.2. list of references

##### Basic literature

3.2.1. Creative leadership: contexts and prospects: handbook / C. Mainemelis, O. Epitropaki, R. Kark – New York, 2019.-259 p.

3.2.2. Saukh I., & Vikarchuk O. Creativity in Management and Creative Management: Meta-Analysis. Marketing and Management of Innovations. 2021. № 1. P. 65-80. <http://doi.org/10.21272/mmi.2021.1-06>

3.2.3. Kiriya, I., Kompatsiaris, P., Mylonas, Y. (2020). The Industrialization of Creativity and Its Limits: Introducing Concepts, Theories, and Themes. In: Kiriya, I., Kompatsiaris, P., Mylonas, Y. (eds) The Industrialization of Creativity and Its Limits. Science, Technology and Innovation Studies. Springer, Cham. [https://doi.org/10.1007/978-3-030-53164-5\\_1](https://doi.org/10.1007/978-3-030-53164-5_1).

##### Additional literature

3.2.4. Guest editorial: Creativity management and manufacturing firms' performance / Luna Leoni, Matteo Cristofaro, Koteswar 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-manufacturingfirmsperformance>.

3.2.5. Лебединська О. С. Переваги та недоліки формування креативних команд на підприємстві / О. С. Лебединська // Сучасні проблеми управління підприємствами: теорія та практика : матеріали міжнар. наук.- практик. конф., 3-4 бер. 2020 р., м. Харків – м. Торунь. – Х. : ФОП Панов А. М., 2020. – С. 172–175.

3.2.6. Панасюк І. М., Кіршо С. М. Формування кадрового потенціалу підприємства через розвиток креативних здібностей персоналу. Бізнес Інформ. 2021. №4. С. 310–315.

#### 3.3. Internet information resources

3.3.1 Official website of the scientific journal “Ekonomika Ukrainy”. URL: <http://www.economukraine.com.ua/index.php> (accessed April 22, 2024). 4

3.3.2. Official website of the collection of scientific papers “Economic Theory and Law”. URL: <http://econtlaw.nlu.edu.ua> (accessed April 20, 2024).

3.3.3 Official website of the scientific and theoretical journal “Economic Theory”. URL: <http://etet.org.ua> (accessed April 22, 2024).

3.3.4. Internet portal for managers Management.com.ua: website. URL: <http://www.management.com.ua/hrm/motivation.php> (accessed April 22, 2024).

3.3.5. Normative acts of Ukraine [Electronic resource]. - Access mode: [www.nau.kiev.ua](http://www.nau.kiev.ua). (accessed April 22, 2024).

3.3.6. Server of the Verkhovna Rada of Ukraine [Electronic resource]: [www.rada.gov.ua](http://www.rada.gov.ua) (accessed on April 22, 2024).

3.3.8. Server of the State Statistics Committee of Ukraine: [www.ukrstat.gov.ua](http://www.ukrstat.gov.ua) (accessed on April 22, 2024).



#### 4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

	Maximus grade values
<b>Kind od Academic Work</b>	<b>Module № 1</b>
	<b>3 semester</b>
Carrying out test tasks on practicals	7 points × 3 = 21
Surveys, solving situational problems on practicals	9 points × 1 = 9
<i>For admission to complete module test №1, a student must receive not less than</i>	24
Carrying out Module Test № 1	10
<b>Total by the module № 1</b>	40
<b>Kind od Academic Work</b>	<b>Module № 2</b>
	<b>3 semester</b>
Carrying out test tasks on practicals	10 points × 2 = 20
Surveys, solving situational problems on practicals	5 points × 1 = 10
<i>For admission to complete module test №2, a student must receive not less than</i>	18
Carrying out Module Test № 2	10
<b>Total by the module № 1</b>	40
<b>Test</b>	<b>20</b>
<b>Total by the subject</b>	<b>100</b>

The credit rating is determined (in balls and on a National Scale) based on the results of all types of educational work during the semester.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The Total Semester Grade is entered into the Examination Register, educational cards and into a student’s record book in values, National Scale grades, and ECTS Scale grades, for example: 92/Excellent/A, 87/Good/B, 79/Good/C, 68/Sat./D, 65/Sat./E, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.

(Ф 03.02–01)

**АРКУШ ПОШИРЕННЯ ДОКУМЕНТА**

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02–02)

**АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ**

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02–04)

**АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ**

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02–03)

**АРКУШ ОБЛІКУ ЗМІН**

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02–32)

**УЗГОДЖЕННЯ ЗМІН**

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				