

THE IMPLEMENTATION OF NON-MATERIAL MOTIVATION IN COMMAND OF PROJECT MANAGEMENT

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Previously, when we considered PM-readiness of the enterprise, it has been allocated 3 of its components: readiness of leader, readiness of enterprise organizational structure and readiness of personnel. Speaking about the preparation of the organizational structure of enterprises to adopt project management (PM) ideologies, there exists a need of reengineering, which entails changes in the conditions and motivation of staff.

Since every project requires the financial costs and its introduction is associated with a high degree of risk and only 20% of the projects are implemented successfully, the development team should consist of the best experts, selected according to the same principles as for work. Therefore the project is stressful for a person the first time engaged in such work and for experienced staff studying a new project. A person resists not anything new in his/her life, but its effects: the uncertainty in the results, fear of the future.

There are two types of simulated responses to the changes: positive and negative. Both types attest to the fact that a person strives to achieve control over the circumstances and to avoid the uncertainty. If a person has a positive response we should use the non-material motivation (hereinafter N-M.M.) between the stages of "informed pessimism", "hopeful realism" and "informed optimism". In the case of a negative perception the implementation of the N-M.M. methods is needed at all eight stages. Purpose of N-M.M. is simple: to achieve the greater interest of employees in their work which affects its effectiveness as a member of the project team. It can also be formulated as the establishment of the commitment of staff which has three components: a belief in the need of project, a desire to exert maximum efforts for the project and loyalty to the project and the desire to remain a member of this team.

Initially the ratio of tangible and intangible motivations at different stages of the staff will be different. According to research company «Kelly Services», an increase in wages as a motivation is enough only for 3 months. So managing project team must constantly monitor what is happening with the motivation of team members under the influence of time and learn to measure expectations.

In addition presence of subjective factors in determining the motivation and mechanisms for the promotion in serious companies is unacceptable. The underlying principle should be the maximum objectivity and transparency. The criterion for evaluation of staff should be initially identified and managing project team should inform staff about this criterion. If mechanisms of promotion is being continuously varied without any reason, it would disrupt the work of staff.

On the basis of this analysis we can say that financial motivation is no more effective but is more universal while the maximum benefit can be achieved by selecting N-M.M. as the key to each employee. It should be implemented by team leader and project management.

As a result of the system research lifecycle of the project team, it was decided that the project team can be viewed as a dynamic system with its requirements one of which is to conduct a phased decomposition.

It is proposed to allocate 5 stages of the implementation of the non-material motivation:

- Stage 1 - Preparatory, which includes support of the project beginning and the creation of commitment;
- Stage 2 - Definition of motivational policies (mentality and personality characteristics of staff) and the choice of methods of motivation;
- Stage 3 - testing - monitoring employees' motivation in the process of working on the project;
- Stage 4 - eliminating demotivators and adjustment methods of motivation;
- Stage 5 - final - the establishment of confidence in the future at the end of the project. Attention is drawn to the fact that stage 2, 3 and 4 may form a loop that terminates simultaneously with the completion of the project.

In the future we plan to consider the possibility of selected phases to implement the non-material motivation for the highest level.

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THINGS, INVENTED OR DISCOVERED ACCIDENTALLY

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So many of the things that we use often today were discovered or invented completely by accident. This is true of many everyday items, including the following surprise inventions.

1. Fireworks.

Fireworks were originated in China some 2,000 years ago, but the legend also says that they were accidentally invented by a cook who mixed together charcoal, sulfur and saltpeter – all items commonly found in kitchen in those days. The mixture burned and when compressed in a bamboo tube, it exploded. There's no record of whether it was the cook's last day on the job.

2. Artificial Sweetener.

Saccharin, the oldest artificial sweetener, was accidentally discovered in 1879 by researcher Constantine Fahlberg, who was working at Johns Hopkins University. Fahlberg's discovery came after he forgot to wash his hands before lunch. He had spilled a chemical on his hands and it, in turn, caused the bread he ate to taste unusually sweet. In 1880, the discovery was published, and in 1884, Fahlberg obtained a patent and began mass-production of saccharin.

3. Summertime.

Have you ever wondered why you have to set your clock ahead in March? It is called Daylight Saving Time or summertime. Daylight Saving Time began as a