

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

**Syllabus**  
**of the academic discipline**  
**"TECHNOLOGIES OF LABOR ADMINISTRATION**  
**AND ORGANIZATION AT AN ENTERPRISE"**  
**for full-time students**  
**of training direction**  
**6.030601 "Management"**

**Kharkiv**  
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*Самостійне електронне текстове мережеве видання*

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The thematic plan of the academic discipline is given according to the modules  
and themes. Plans of lectures and seminars (practical studies), questions for independent  
training, criteria for assessing students' knowledge are presented.

Recommended for full-time students of training direction 6.030601 "Management".

Наведено тематичний план навчальної дисципліни за модулями та темами.  
Подано плани лекцій та семінарських (практичних) занять, запитання для само-  
стійної роботи, критерії оцінювання знань студентів.

Рекомендовано для студентів напряму підготовки 6.030601 "Менеджмент"  
денної форми навчання.

# Introduction

Administration is an important part of any managerial activity. It is designed to insure the company effectiveness and a high level of the company management system. It aims to provide a high quality performance of all managerial processes and activities. Labor administration is based on the creation of an effective system of information flow covering all the managed processes of an enterprise. Access to reliable, accurate and timely information makes it possible to easily influence the work performed and ensure the achievement of the set results.

In terms of structural changes in the economy it is necessary to improve the efficiency of labor activities. That is why an important place in the company management is given to labor organization. Labor organization aims to make personnel labor expedient and efficient, as well as provide all necessary conditions of wealth creation.

The academic discipline "Technologies of Labor Administration and Organization at an Enterprise" is optional; it is studied for professional purposes within the curriculum of Bachelor's academic qualification of training direction 6.030601 "Management".

The academic discipline "Technologies of Labor Administration and Organization at an Enterprise" is closely related to the following disciplines: "Economic Theory", "Management", "Human Resource Management", "Self-management", "Administrative Management", "Law Science", "Economics and Finance of an Enterprise".

## 1. Description of the academic discipline

Indicator	Subject area, training direction, educational qualification	Characteristics of the academic discipline
		Full-time form of study
Number of credits: 5	Subject area 0306 "Management and Administration"	Optional
Content modules: 2	Training direction 6.030601 "Management"	Academic year:
Total hours: 180		2
		Semester
		2 (4)
Hours per week for full- time form of study: in class: 4; independent training: 6.6	Educational qualification: Bachelor	Lectures
		34 hours
		Practical (seminar) studies
		34 hours
		Independent training
		112 hours
Assessment: test		

Class hours to independent training ratio: 61 %

## 2. The purpose and objectives of the academic discipline

**The purpose** of the academic discipline "Technologies of Labor Administration and Organization at an Enterprise" is to ensure understanding of the basic labor processes at an enterprise and form the necessary manager skills in labor administration and organisation based on the implementation of modern methods.

**The main objectives** of the academic discipline are:

to form students' knowledge of labor administration and organisation as a coherent system;

to study the essence and basic mechanisms of labor organisation at an enterprise based on creating economic conditions of the labor productivity and effectiveness growth;

to study the basic terms and methods of labor standardization and remuneration, identify factors influencing the choice of an appropriate remuneration scheme;

to provide relevant knowledge of modern trends in the scientific labor organisation which could be used when satisfying the basic labor motives to ensure high personnel performance;

to ensure the ability to develop, coordinate and use the sustainable information and documentary flows necessary for good labor administration;

to form the ability to organize personal managerial work, as well as employees' and teams' work, including organisation of business meetings, negotiations and other business communication.

**The object** of the academic discipline is labor as purposeful activity of people carried out at enterprises to create wealth.

**The subject** of the academic discipline is general patterns and features of labor and social relations emerging during the labor process at an enterprise.

For the best possible mastering of the academic discipline materials, students must have knowledge and skills in the field of economic theory, the basics of management, the law science, the economics of an enterprise. In the course of studies students receive the required knowledge during lectures and while carrying out practical tasks. Certain issues are submitted for review and discussion during seminars. Independent work of students is also of great importance in the study and consolidation of knowledge. All these types of classes are designed according to the Bologna Declaration.

As a result of studying the academic discipline, students should:

**know:**

the basics of the scientific organization and administration of labor at an enterprise;

the basics of organization and rationalization of the labor process at an enterprise;

the basics of labor standardization at an enterprise;

the peculiarities of organization, service and attestation of the working places at an enterprise;

the requirements to the basic labor conditions;

the requirements to the work and rest modes;

the principles of the labor discipline enforcement;

- the main forms and methods of material and moral stimulation of work;
- the essence and peculiarities of labor administration at an enterprise;
- the methods of manager's personal work planning;
- the organization of processes on the team management;
- the principles of the documentary and information support of work at an enterprise;
- the principles of organization of business meetings, negotiations and phone calls;
- the approaches to labor evaluation at an enterprise;
- the approaches to the labor organization improvement at an enterprise;

***be able:***

- to understand the main directions and patterns of the scientific labor organization;
- to organize the working process;
- to choose the most rational working process;
- to standardize the working process;
- to develop and justify the working place model;
- to develop the system of labor remuneration at an enterprise;
- to understand the peculiarities of the administrative activities on labor organization at an enterprise;
- to apply the effective managerial styles;
- to plan the manager's personal work;
- to determine priorities in personal activity;
- to organize the processes on the working team management;
- to organize the information flow system at an enterprise;
- to formalize the basic business documentation;
- to organize and hold business meetings;
- to organize and hold business negotiations;
- to organize and hold business phone calls;
- to evaluate the effectiveness of labor at an enterprise;
- to evaluate the effectiveness of labor organisation at an enterprise.

When studying the academic discipline, students should get professional competences listed in Table 2.1.

## Professional competences which students should have after studying the academic discipline

Code of competence	Competence	The content of the competence
TLAOE1*	The ability to organize, standardize and remunerate labor at an enterprise	The ability to understand the main directions and patterns of the scientific labor organization
		The ability to organize the working process and choose the most rational one
		The ability to standardize the working process
		The ability to develop and justify the working place model
		The ability to develop the system of labor remuneration at an enterprise
TLAOE2	The ability to administrate labor at an enterprise	The ability to understand peculiarities of the administrative activities on labor organization at an enterprise and apply the effective managerial styles
		The ability to plan the manager's personal work, determine priorities in personal activity
		The ability to organize the processes on the working team management
		The ability to organize the information flow system at an enterprise and formalize the basic business documentation
		The ability to organize and hold business meetings, negotiations and phone calls
		The ability to evaluate the effectiveness of labor and labor organisation at an enterprise

\*Technologies of the labor administration and organization at an enterprise

The structure of constituents and formation of professional competences in the process of learning the academic discipline "Technologies of Labor Administration and Organization at an Enterprise" in accordance with the National Qualifications Framework are presented in Appendix A.

### **3. The syllabus of the academic discipline**

#### **Content module 1**

#### **Labor organization, standardization and remuneration at an enterprise**

##### **Theme 1. The basics of scientific organization and administration of labor**

The essence and nature of scientific organization of labor. The basics of scientific organization of labor: the elements, tasks, directions, principles, methods.

The concept of labor productivity. The measurement of labor productivity. Indicators of labor productivity. The importance of labor productivity evaluation. Reserves of increasing labor productivity.

The concept of labor division and cooperation. The main types of labor division and cooperation: labor division by professions, functions and qualifications. The main trends in labor division in terms of manual, mechanical and automatic work.

The forms of labor cooperation at an enterprise. The importance of the rational labor division and cooperation at an enterprise for high labor productivity. Work teams as a form of labor division and cooperation: the essence, creation and importance.

The peculiarities of labor division and cooperation of managers, professionals and employees. The system of labor division constraints. The structure of modern labor organization: professional and qualification categories of personnel.

The multi-machine service: the essence, functions and classification.

##### **Theme 2. The organization and rationalization of the labor process**

The concept of labor, its importance, main forms and characteristics. Economic elements of the labor activity. The concept and features of the production, technological and labor processes. Principles of the rational organization of labor processes. The structure of labor process, its basic elements. Classification of the labor flows.

The basic methods and techniques of labor. The rational method of labor.



The concept of working time. Classification of working time in relation to the subject of labor, the equipment and the employee. Working time expenditures and losses. The main methods of the working time study (the chart of the working time, the time study, the work sampling, the predetermined motion time systems), their goals, stages, peculiarities.

### **Theme 3. The basics of labor standardization**

The essence and importance of labor standardization. Basic requirements of labor standardization. Functions of the labor standardization. Methods of labor standardization.

The concept of labor standards. The system of labor standards and their classification. Scientific justification of the labor standards. Basic types of labor standards (standard time, standard output, standard service, standard number of employees and other).

Basic ways of labor standards calculation.

Methods of setting the labor standards. Their peculiarities for different types of labor activities and for different categories of personnel.

The basic normative materials, their types and characteristics. Typical requirements to the normative materials. Methodical recommendations on their development. The order of the labor standards review.

### **Theme 4. The organization, service and attestation of working places**

Working places, their classification and characteristics. Basic requirements to working places. The models of working places.

The basics of the working place organization and service. The principles of the working place organization. The modern approaches to the working place organization. Functions of the working place service.

Attestation of the working places. The main stages of the attestation and its results.

### **Theme 5. The labor conditions. Work and rest modes. The labor discipline**

The conditions of labor. Good working conditions. The main classification of working conditions. The requirements to working conditions.

Work and rest modes. Legal, economic and other requirements.

The labor discipline. Methods of the discipline support. Factors influencing the labor discipline.

## **Theme 6. Forms and methods of material and moral stimulation of work**

The concept of labor stimulation. The basic forms and methods of labor stimulation.

The remuneration system, its essence, factors, principles and functions. The concept of wage and salary.

The main systems of labor remuneration. The tariff system of labor remuneration, its essence and purpose. The basic elements of the tariff system, its characteristics. The tariff-free system of labor remuneration, its essence and purpose.

The main forms of labor remuneration. Time-based and result-based compensation. Factors influencing the choice of the form of labor remuneration. Peculiarities of compensation for individuals and teams. Distribution of the team compensation.

The system of bonuses and other additional payments: its purpose, criteria, principles, conditions. Types of bonuses.

The domain and international experience in the labor remuneration system development.

## **Content module 2**

### **Labor administration at an enterprise**

#### **Theme 7. The essence and peculiarities of the labor administration at an enterprise**

The basics of the labor administration concept: its purpose and characteristics. The principles of labor administration at an enterprise.

The system of labor administration at an enterprise: elements, functions and relations.

Requirements to labor administration at an enterprise.

## **Theme 8. The manager's personal work planning. The organization of processes on team management**

Time as an important resource. Reserves of working time. The concept of the effective time management. The system of personal work planning, its peculiarities for a manager.

The main principles and methods of the manager's personal work planning. Methods of choosing priority activities. Delegation of manager's responsibilities: principles, forms and methods.

The concept of the working team, its importance, structure, principles of formation, development and management. The process of team management, its stages and peculiarities.

## **Theme 9. The documentary and information support of work at an enterprise**

The role of information in the management system. The information flow at an enterprise.

The documents, their functions and types. Classification of documents. The documentation system. The documentation process. The main requisites of documents. The basic requirements to documents.

The rules of drafting documents. The elements and structure of documents. The etiquette of management letters. The document drafting and design.

Organization of company records: the basic rules, principles and approaches.

## **Theme 10. The organization of business meetings, negotiations and phone calls**

The basic types of business communication, their characteristics.

The business meeting: the technologies of preparation and conducting a business meeting. Methods of the business meeting organization. Classification of business meetings. Effectiveness of business meetings.

Business negotiations: classification, functions. The negotiation process. The negotiation management.

The visitor flow management: peculiarities and strategies.

Business phone calls, peculiarities. Technologies of phone conversations. Rationalization of phone contacts: "passive" incoming and "active" outgoing calls. Filtering incoming phone calls. The rules of conducting a phone conversation.

### **Theme 11. Evaluation of labor at an enterprise**

The employee attestation: the purpose, types, the process and results.

Evaluation of labor organization at an enterprise. The basic criteria and indicators used to determine the effectiveness of the scientific labor organization.

The ways of labor organization improvement at an enterprise. Evaluation of the labor organization improvement.

## **4. The structure of the academic discipline**

From the beginning of studying the academic discipline, each student should be familiarized with both the syllabus of the academic discipline and forms of training, the structure, content and scope of each of the training modules, as well as all kinds of monitoring and evaluation of training methods.

The educational process in accordance with the syllabus of the academic discipline "Technologies of Labor Administration and Organization at an Enterprise" is carried out in the following forms: lectures, seminars and practicals, individual work, independent study of students, and control measures. The study of the academic discipline is effected through consistent and thorough elaboration of training modules which are relatively independent units of separate disciplines that logically combine several training elements of the academic discipline in the content and interdependences. The plan of the academic discipline consists of four content modules (Table 4.1).

Table 4.1

## The structure of the test credit of the academic discipline

Theme	Number of hours			
	Lectures	Practicals (seminars)	Independent training	Total
<b>Content module 1</b>				
<b>Labor organization, standardization and remuneration at an enterprise</b>				
<b>Theme 1.</b> The basics of the scientific organization and administration of labor	2	2	5	9
<b>Theme 2.</b> The organization and rationalization of the labor process	2	2	7	11
<b>Theme 3.</b> The basics of labor standardization	2	2	7	11
<b>Theme 4.</b> The organization, service and attestation of working places	2	2	7	11
<b>Theme 5.</b> The labor conditions. Work and rest modes. The labor discipline	2	2	7	11
<b>Theme 6.</b> Forms and methods of material and moral stimulation of work	6	6	20	32
<b>Total hours per module</b>	<b>16</b>	<b>16</b>	<b>53</b>	<b>85</b>
<b>Content module 2</b>				
<b>Labor administration at an enterprise</b>				
<b>Theme 7.</b> The essence and peculiarities of labor administration at an enterprise	4	4	11	19
<b>Theme 8.</b> The manager's personal work planning. The organization of processes on team management	4	4	11	19
<b>Theme 9.</b> The documentary and information support of work at an enterprise	2	2	7	11
<b>Theme 10.</b> The organization of business meetings, negotiations and phone calls	2	2	10	14
<b>Theme 11.</b> Evaluation of labor at an enterprise	6	6	20	32
<b>Total hours per module</b>	<b>18</b>	<b>18</b>	<b>59</b>	<b>95</b>
<b>Total for the academic discipline</b>	<b>34</b>	<b>34</b>	<b>112</b>	<b>180</b>

## 5. Plans of practicals and seminars

A seminar is a form of instruction in which the teacher organizes discussion of certain themes on which students prepare theses. Practical lessons are aimed at developing abilities and skills in performing certain types of work management.

In the course of practical training students (after the previous explanation of the teacher) carry out the proposed tasks of different complexity, consider situations or play business games. Practical tasks are performed collectively in small groups or individually. Some problems can be performed by self-training. At the end of the seminar, testing, and summarizing is performed which is followed by appropriate assessment.

The list of themes for practicals and seminars is presented in Table 5.1.

Table 5.1

### The structure of practicals and seminars

Theme	Questions	Hours	Literature
1	2	3	4
<b>Content module 1</b>			
<b>Labor organization, standardization and remuneration at an enterprise</b>			
<b>Theme 1.</b> The basics of the scientific organization and administration of labor	1. A seminar-discussion on the theme: "Development of the scientific labor organization". 2. Determination of labor productivity	2	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 2.</b> The organization and rationalization of the labor process	1. Methods of the working processes study. 2. Methods of the working time expenditure study: the chart of the working time; the time study; the work sampling	2	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]

Table 5.1 (continuation)

1	2	3	4
<b>Theme 3.</b> The basics of labor standardization	1. Determination of the labor standards	2	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 4.</b> The organization, service and attestation of working places	1. Development of the working place model. 2. Organization of the working place service. 3. Organization of the multi-machine service. 4. Attestation of the working place	2	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 5.</b> The labor conditions. Work and rest modes. The labor discipline	1. A case-study on the theme: "Development of the system of labor discipline enforcement". 2. Organization of good working conditions. 3. Organization of an effective work and rest mode	2	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 6.</b> Forms and methods of material and moral stimulation of work	1. The elements of the tariff system of labor remuneration. 2. The elements of the tariff-free system of labor remuneration. 3. The result-based compensation. 4. The time-based compensation. 5. Non-material stimulation of work. 6. A seminar-discussion on the theme: "Foreign methods of labor stimulation". 7. Wage indexation	6	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Content module 2</b>			
<b>Labor administration at an enterprise</b>			
<b>Theme 7.</b> The essence and peculiarities of labor administration at an enterprise	1. A case-study on the theme: "Managerial styles". 2. Development of the system of labor administration at an enterprise	4	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]

Table 5.1 (the end)

1	2	3	4
<p><b>Theme 8.</b> The manager's personal work planning. The organization of processes on team management</p>	<ol style="list-style-type: none"> <li>1. Manager's personal work planning.</li> <li>2. Determination of roles in a team.</li> <li>3. Determination of relations in a team.</li> <li>4. The business game: "Recruitment at an enterprise"</li> </ol>	4	<p>Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]</p>
<p><b>Theme 9.</b> The documentary and information support of work at an enterprise</p>	<ol style="list-style-type: none"> <li>1. Drafting and processing business documents.</li> <li>2. Personnel records maintenance.</li> <li>3 Organization of the information support system</li> </ol>	2	<p>Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]</p>
<p><b>Theme 10.</b> The organization of business meetings, negotiations and phone calls</p>	<ol style="list-style-type: none"> <li>1. A seminar-discussion on the theme: "The main rules and models of the business meetings organization".</li> <li>2. A seminar-discussion on the theme: "The main rules and models of organization of business negotiations".</li> <li>3. A seminar-discussion on the theme: "The main rules and models of organization of business phone calls"</li> </ol>	2	<p>Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]</p>
<p><b>Theme 11.</b> Evaluation of labor at an enterprise</p>	<ol style="list-style-type: none"> <li>1. Analysis, planning and optimization of social labor relations.</li> <li>2. Determination of the labor effectiveness indicators.</li> <li>3. Determination of the labor effectiveness at an enterprise.</li> <li>4. Determination of the labor organization system effectiveness at an enterprise</li> </ol>	6	<p>Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]</p>



## **An example of a typical practical task (Theme 3. The basics of the labor standardization)**

Solve the following problems on the calculation of labor standards.

1. The main time of production is 26 minutes, the auxiliary time is 12 minutes, the time of technical maintenance of a working place is 2 % of the main time, the time of organizational maintenance of a working place and the time for rest and personal needs is 9 % of the operation time. There are 35 units in a lot. The preparatory-final time is 10 minutes per shift.

Determine: The piece time, the piece-calculated time, the lot time.

2. The duration of a shift is 8 hours. The norm of time for production of one unit is 16 min.

Determine: the norm of output per shift.

3. The duration of a shift is 8 hours. The operation time is 20 minutes, the norm of piece time is 21 minutes, the preparatory-final time is 18 minutes, the time for service of a working place is 6 minutes, the time for rest and personal needs is 15 minutes per shift.

Determine: the norm of output (use 2 methods).

4. The norm of service is 8 people with an average norm of output of the main workers served equal to 125 pcs. per shift. The duration of the shift is 8 hours.

Determine: the indirect norm of output.

5. The duration of one shift is 8 hours. The norm of time is 20 minutes per unit of production in the basic period. In the planned period it decreased by 20 %.

Determine: the basic and planned norm of output per shift and the change in the norm of output (in %).

6. During a shift (8 hours) an adjuster performs one adjustment of type A and two adjustments of type B. The norm of the adjustment time is 40 minutes for type A and 10 minutes for type B. The additional function performance coefficient is 1.14.

Determine: the norm of the service time.

7. The time for the service of one machine is 20 minutes, the additional function performance coefficient is 1.08, the time for preparatory-final work is 10 minutes, the time for personal needs is 25 minutes per shift. The shift is 8 hours.

Determine: the norm of service.

8. The machine-free time of work of equipment is 20 minutes, the time of employment of a worker is 6 minutes, the  $R_d$  is 0.9.

Determine: the norm of service for machine-doublers.

9. There are 150 units of technological equipment in a workshop. An average norm of the service time per 1 unit of equipment is 1.35 man-hours. The duration of a shift is 8 hours. The rate of shift is 1.36. The nominal fund of the working time is 236 days, the actual fund of the working time of 1 worker is 218 days per year.

Determine: the norm of the attendant number and the norm of the payroll number of workers.

10. The labor intensity of all equipment repair works is 21 000 standard hours per month. The workshop works in a one-shift mode (8 hours), 22 days a month. The planned absence of workers is 15 %.

Determine: the norm of the number of repair workers (attendant and payroll).

11. The norm of the output is 32 units per shift. During a month 817 units are actually produced. There are 22 shifts in the month. The duration of a shift is 8 hours.

Determine: the performance of the norm of output.

12. The norm of time is 0.4 man-hours for detail A, and 0.6 man-hours for detail B. During a month (22 shifts, 8 hours) a worker made 300 details A and 120 details B.

Determine: the performance of the norm of time.

13. The main time of production is 10 minutes, the auxiliary time is 3 minutes. The piece time is 15 minutes. The work is performed on a single-production basis.

Determine: the time for the maintenance of a working place and the personal needs.

14. The piece time is 13 minutes. The preparatory-final time is 20 minutes. The lot time is 2.5 hours.

Determine: the lot size.

15. The norm of the output increased by 16 %.

Determine: the change in the norm of time.

## 6. Independent training

Successful learning of the academic discipline requires independent study of special economic literature, periodical publications. The main types of independent work students are offered is given in Table 6.1.

Table 6.1

### The structure of independent work

Themes	Questions for independent work	Hours	Literature
1	2	3	4
<b>Content module 1</b>			
<b>Labor organization, standardization and remuneration at an enterprise</b>			
<b>Theme 1.</b> The basics of the scientific organization and administration of labor	1. International experience of the scientific organization and administration of labor	5	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 2.</b> The organization and rationalization of the labor process	1. Methods of the working process study. 2. Methods of the working time expenditure study: the predetermined motion time systems	7	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 3.</b> The basics of labor standardization	1. Determination of the labor standards	7	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]

Table 6.1 (continuation)

1	2	3	4
<b>Theme 4.</b> The organization, service and attestation of the working places	<ol style="list-style-type: none"> <li>1. Development of the working place model.</li> <li>2. Organization of the working place service.</li> <li>3. Organization of the multi-machine service.</li> <li>4. Attestation of the working place</li> </ol>	7	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 5.</b> The labor conditions. Work and rest modes. The labor discipline	<ol style="list-style-type: none"> <li>1. Development of the system of labor discipline enforcement.</li> <li>2. Organization of good working conditions.</li> <li>3. Organization of an effective work and rest mode</li> </ol>	7	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 6.</b> Forms and methods of material and moral stimulation of work	<ol style="list-style-type: none"> <li>1. The elements of the tariff system of labor remuneration.</li> <li>2. The elements of the tariff-free system of labor remuneration.</li> <li>3. The result-based compensation.</li> <li>4. The time-based compensation.</li> <li>5. Non-material stimulation of work.</li> <li>6. A seminar-discussion on the theme: "Foreign methods of labor stimulation".</li> <li>7. Wage indexation.</li> <li>8. The basic incentive schemes</li> </ol>	20	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Content module 2</b> <b>Labor administration at an enterprise</b>			
<b>Theme 7.</b> The essence and peculiarities of labor administration at an enterprise	<ol style="list-style-type: none"> <li>1. Peculiarities of the managerial styles.</li> <li>2. Development of the system of labor administration at an enterprise</li> </ol>	11	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]

Table 6.1 (the end)

1	2	3	4
<b>Theme 8.</b> The manager's personal work planning. The organization of processes on team management	<ol style="list-style-type: none"> <li>1. Methods of manager's personal work planning.</li> <li>2. Methods of the determination of roles in a team.</li> <li>3. Determination of relations in a team</li> </ol>	11	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 9.</b> The documentary and information support of work at an enterprise	<ol style="list-style-type: none"> <li>1. Drafting and processing the business documents.</li> <li>2. Personnel records maintenance.</li> <li>3. Organization of the information support system</li> </ol>	7	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 10.</b> The organization of business meetings, negotiations and phone calls	<ol style="list-style-type: none"> <li>1. Preparation and holding business meeting.</li> <li>2. Preparation and holding business negotiations.</li> <li>3. Preparation and holding business phone calls.</li> <li>4. The referent work organisation.</li> <li>5. Visitors' flow management</li> </ol>	10	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]
<b>Theme 11.</b> Evaluation of labor at an enterprise	<ol style="list-style-type: none"> <li>1. Analysis, planning and optimization of the social labor relations.</li> <li>2. Determination of the labor effectiveness indicators.</li> <li>3. Determination of the labor effectiveness at an enterprise.</li> <li>4. Determination of the labor organization system effectiveness at an enterprise</li> </ol>	20	Main: [1 – 11]. Additional: [12 – 21]. Information resources: [22 – 23]. Methodical materials: [24 – 27]

### 6.1. Questions for self-assessment

1. The essence of the scientific organization of labor.
2. The basic elements of the scientific organization of labor.
3. The basic tasks of the scientific organization of labor.

4. The basic directions of the scientific organization of labor.
5. The basic principles of the scientific organization of labor.
6. The basic methods of the scientific organization of labor.
7. The concept of labor productivity.
8. The measurement of labor productivity.
9. The indicators of labor productivity.
10. The possible reserves of increase in labor productivity.
11. The concept of labor division and cooperation.
12. The main types of labor division.
13. The main types of labor cooperation.
14. The peculiarities of labor division of manual, mechanical and automatic work.
15. The forms of labor cooperation at an enterprise.
16. Work teams as a form of labor division and cooperation.
17. Peculiarities of labor division and cooperation of managers, professionals and employees.
18. The system of labor division constraints.
19. The structure of modern labor organization: professional and qualification categories of personnel.
20. A multi-machine service: the essence, functions and classification.
21. The concept of labor, its importance, main forms and characteristics.
22. The economic elements of the labor activity.
23. The concept and features of the production, technological and labor processes.
24. The principles of the rational organization of labor processes.
25. The structure of the labor process, its basic elements.
26. Classification of the labor flows.
27. The basic methods and techniques of labor.
28. The rational method of labor.
29. The concept of the working time.
30. Classification of the working time in relation to the subject of labor.
31. Classification of the working time in relation to equipment.
32. Classification of the working time in relation to an employee.
33. The working time expenditures and losses.
34. The basic working time study methods.
35. The picture of the working time method, its goals, stages, peculiarities.
36. The time study method, its goals, stages, peculiarities.

37. The work sampling method, its goals, stages, peculiarities.
38. The predetermined motion time systems method, its goals, stages, peculiarities.
39. The essence and importance of the labor standardization.
40. The basic requirements of labor standardization.
41. The functions of labor standardization.
42. The methods of labor standardization.
43. The concept of labor standards.
44. The system of labor standards.
45. The classification of labor standards.
46. The scientific justification of labor standards.
47. The basic types of labor standards.
48. The basic ways of calculation of labor standards.
49. The methods of setting the labor standards.
50. The basic normative materials, their types and characteristics.
51. Typical requirements to the normative materials.
52. The methodical recommendations on the normative material development.
53. The order of the labor standards review.
54. The working place, its classification and characteristics.
55. Basic requirements to working places.
56. The models of working places.
57. The basics of the working place organization and service.
58. The principles of the working place organization.
59. The modern approaches to the working place organization.
60. The functions of the working place service.
61. Attestation of working places.
62. The main stages of attestation and its results.
63. The conditions of labor.
64. The main classification of working conditions.
65. The requirements to working conditions.
66. Work and rest modes: legal, economic and other requirements.
67. The labor discipline.
68. The methods of the discipline support.
69. The factors influencing the labor discipline.
70. The concept of labor stimulation.
71. The basic forms and methods of labor stimulation.

72. The remuneration system, its essence, factors, principles and functions.
73. The concept of wage and salary.
74. The tariff system of labor remuneration, its essence and purpose.
75. The basic elements of the tariff system, its characteristics.
76. The tariff-free system of labor remuneration, its essence and purpose.
77. Time-based and result-based compensation.
78. Factors influencing the choice of the form of labor remuneration.
79. Peculiarities of compensation for individuals and teams.
80. The system of bonuses and other incentive payments: its purpose, criteria, principles, conditions.
81. The principles of labor administration at an enterprise.
82. The system of labor administration at an enterprise: elements, functions and relations.
83. Requirements to labor administration at an enterprise.
84. Time as an important resource.
85. Reserves of the working time.
86. The concept of effective time management.
87. The system of personal work planning, its peculiarities for a manager.
88. The main principles of the manager's personal work planning.
89. The main methods of the manager's personal work planning.
90. The methods of choosing a priority activity.
91. Delegation of manager's responsibilities: principles, forms and methods.
92. The concept of the working team.
93. The process of team management, its stages and peculiarities.
94. The role of information in the management system.
95. The information flow at an enterprise.
96. The documents, its functions and types.
97. The classification of documents.
98. The documentation system.
99. The documentation process.
100. The main requisites of documents.
101. The basic requirements to documents.
102. The rules of drafting documents.
103. The elements and structure of documents.
104. The etiquette of management letters.



105. Drafting and design of documents.
106. Organization of company records: the basic rules, principles and approaches.
107. The basic types of business communication, their characteristics.
108. A business meeting: technologies of the preparation and conducting.
109. The methods of organization of business meetings.
110. Classification of business meetings.
111. The effectiveness of business meetings.
112. Business negotiations: classification, functions.
113. The negotiation process.
114. The negotiation management.
115. The visitors flow management: peculiarities and strategies.
116. Business phone calls.
117. Technologies of phone conversations.
118. Rationalization of the phone contacts: "passive" incoming and "active" outgoing calls.
119. Filtering incoming phone calls.
120. The rules of conducting a phone conversation.
121. The employee attestation: the purpose, types, process and results.
122. Evaluation of labor organization at an enterprise.
123. The ways of labor organization improvement at an enterprise.
124. Evaluation of the labor organization improvement.

## **7. Tutorials**

Individual and consulting work is advisory work in the form of: individual lessons, consultations, checking of individual tasks, verification and security problems that make the current control.

The forms of individual and advisory work are:

a) theoretical material:

consulting: individual (question – answer);

group (considering typical examples – cases);

b) practical material:

individual and group counselling;

c) comprehensive assessment of learning the syllabus material:

individual presentation of works.

## 8. The methods of enhancing the learning process

In order to enhance the learning process of the discipline the following technologies are used:

**Mini-lectures** providing educational material in a short period of time and characterized by large capacity, complexity of logical constructions, images, proofs and generalizations (*themes 1, 7, 11*).

**Problem lectures** making one of the most important elements of problem-based teaching of students. Along with the consideration of provisions contained in the main lectures, they include examination of a range of problematic issues of controversial nature that have not been researched and have relevance to theory and practice. Problem lectures imply reasoning of the material that is taught. They contribute to the formation of students' independent creative thinking and acquisition of cognitive skills. The students participate in scientific research and resolve problem situations (*themes 2, 8, 10*).

**Work in small groups** enabling students to structure practical studies and seminars in the form and content; creating opportunities for participation of each student in the class work; ensuring the formation of personal skills and experience in social interaction (*practical tasks 1 – 11*).

**The case method** implying the analysis of specific situations, imitating the actual professional practice through consideration of operational, managerial and other situations, complex cases of conflict, problem situations, incidents in the process of learning the material (*practical tasks 5, 7*).

**Presentations** which mean speaking to an audience to represent certain advances, group work results, reports on individual tasks, instructions, demonstrations of new products and services (*practical tasks 1, 6, 10, 11*).

**Seminar-discussions** which involve exchange of ideas and views of participants on the topics, develop thinking and help form looks and beliefs, develop the ability to formulate thoughts and express them (*practical tasks 1, 6, 10*).

**Brainstorming** which is a method of solving urgent problems, the essence of which is to give the largest possible number of ideas in a very limited amount of time, to discuss and select them (*practical tasks 1, 4 – 7, 10*).

**Didactic games** used to simulate decision-making in a variety of situations according to the rules that have already been developed or that are generated by participants. The process is realized by students through independent problem-solving in a situation when the knowledge available is

not enough and students have to get new information by themselves or seek new links in the material that has already been gained (*practical task 8*).

**Banks of visual support** that help to enhance the creative perception of the content of the academic discipline by using visual aids (*all lectures*).

## 9. The system of current and final assessment

Control measures are carried out in the following forms:

active work at lectures;

performance of practical tasks and active participation in discussions;

preparation and presentation of materials at seminars and active participation in discussions during seminars;

preparation and presentation of an essay;

current tests;

final test.

Evaluation is conducted on a 100-point accumulative scale which is presented in Table 9.1.

Table 9.1

### Contribution of points by forms and methods of studying

Themes	Lecture	Practice	Home task	Essay	Test	Total
1	2	3	4	6	7	8
<b>Content module 1</b>						
<b>Labor organization, standardization and remuneration at an enterprise</b>						
<b>Theme 1.</b> The basics of the scientific organization and administration of labor	1	1				2
<b>Theme 2.</b> The organization and rationalization of the labor process	1	1				2
<b>Theme 3.</b> The basics of labor standardization	1	1				2
<b>Theme 4.</b> The organization, service and attestation of working places	1	1				2
<b>Theme 5.</b> The labor conditions. Work and rest modes. The labor discipline	1	1				2

Table 9.1 (the end)

1	2	3	4	6	7	8
<b>Theme 6.</b> Forms and methods of the material and moral stimulation of work	3	3				<b>6</b>
<b>Content module 2</b> <b>Labor administration at an enterprise</b>						
<b>Theme 7.</b> The essence and peculiarities of labor administration at an enterprise	2	2			10	<b>14</b>
<b>Theme 8.</b> The manager's personal work planning. The organization of processes on team management	2	2				<b>4</b>
<b>Theme 9.</b> The documentary and information support of work at an enterprise	1	1				<b>2</b>
<b>Theme 10.</b> The organization of business meetings, negotiations and phone calls	1	1				<b>2</b>
<b>Theme 11.</b> Evaluation of labor at an enterprise	3	3	20	11	25	<b>62</b>
<b>Total</b>	<b>17</b>	<b>17</b>	<b>20</b>	<b>11</b>	<b>35</b>	<b>100</b>

Evaluation of knowledge is based on solving the test tasks. Tests cover the main themes of the academic discipline. They consist of a set of questions which must be answered "yes", "no" or in a particular word.

The current test results are evaluated on the 5-point scale according to the number of correct answers to the test tasks:

- mark 5.0: 91 – 100 % answers are correct;
- mark 4.5: 81 – 90 % answers are correct;
- mark 4.0: 71 – 80 % answers are correct;
- mark 3.5: 61 – 70 % answers are correct;
- mark 3.0: 51 – 60 % answers are correct;
- mark 2.5: 41 – 50 % answers are correct;
- mark 2.0: 31 – 40 % answers are correct;
- mark 1.5: 21 – 30 % answers are correct;
- mark 1.0: 11 – 20 % answers are correct;
- mark 0.5: 1 – 10 % answers are correct;
- mark 0.0: 0 % answers are correct.

## An example of current control

### Task 1 (5 points)

Please select the correct statement. Explain your answers.

1. What is the relation between the norm of the attendant number of workers and the norm of the payroll number of workers?

- a) the norm of the attendant number of workers is higher than the norm of the payroll number of workers by the number of the planned absence;
- b) the norm of the attendant number of workers is lower than the norm of the payroll number of workers by the number of the planned absence;
- c) the norm of the attendant number of workers is higher than the norm of the payroll number of workers by the number of the shift rate;
- d) the norm of the attendant number of workers is lower than the norm of the payroll number of workers by the number of the machines served.

2. The norm of time includes the following working time categories:

- a) the preparatory-final time; the service time; the idle time; the operative time;
- b) the preparatory-final time; the service time; the operative time; the time of regulated breaks;
- c) the service time; the operative time; the time of regulated breaks;
- d) the preparatory-final time; the service time; the main time; the time of regulated breaks.

4. What happens to the service time if the operative time decreases?

- a) it increases to a smaller degree;
- b) it increases proportionally;
- c) it decreases proportionally;
- d) it does no change.

5. What happens to the piece-calculated time if the piece time increases?

- a) it decreases proportionally;
- b) it increases;
- c) it decreases;
- d) it increases proportionally.

6. The method of determination of the piece time depends on:

- a) the type of production;
- b) the size of a batch;
- c) the norm of the output;
- d) the sector of economy.

7. What happens to the norm of time if the norm of the output decreases?

- a) it does not change;
- b) it decreases to the same extent;
- c) it increases to a greater extent;
- d) it increases to a lesser extent.

8. The indirect norm of the output is used to:

- a) normalize the auxiliary work;
- b) normalize the casual work;
- c) normalize the work of the managerial personnel;
- d) normalize the work of the support workers.

9. Labor standardization includes:

- a) notification of workers in the case of changes in working conditions;
- b) ensuring productive employment of personnel;
- c) study and analysis of working conditions;
- d) protection of labor.

10. A set of labor actions that are performed with the same objects and instruments of labor make:

- a) the production process;
- b) the labor technique;

- c) the production operation;
- d) the labor movement.

The final test results are evaluated on the 20-point scale. The evaluation criteria are listed in Table 9.2.

Table 9.2

### Evaluation criteria

Evaluation criteria	Scores
1	2
<b>The theoretical problem (maximum 10 points; 5 points for each question)</b>	
The student applies the knowledge system of the teaching material at a high level. The resulting answer is logical and reasonable. The task should be done neatly	5
The student applies the knowledge system of the teaching material at an average level. The resulting answer is logical and reasonable. The task should be done neatly	4
The student applies the knowledge system of the teaching material at an average level. The resulting answer is not very logical and reasonable. The task should be done neatly	3
The student applies the theoretical material without sufficient understanding. The task should be done neatly	2
The student applies the theoretical material without sufficient understanding.	1
<b>The practical problem (maximum 10 points; 5 points for each question)</b>	
In carrying out the tasks the ability to apply theoretical knowledge to the analysis is shown. The algorithm of solving the problem, the formula and explanations to them, all the calculations are done correctly. The opinion is expressed and there is enough evidence, references to regulations, works by local and foreign scientists. The logic of the issue is displayed, the structure and style of presentation of the material is satisfactory. Consistent views of the author about the problem were stated for a specified time interval. The task should be done neatly	5
The algorithm of solving the problem, the formula and explanation for them, all the calculations were done correctly. The opinion is given and there is enough evidence; references to laws and regulations were made. The task should be done neatly	4
The algorithm of solving the tasks is given by formulas and explanations for them. There may be minor occasional errors that do not significantly affect the consistency of responses. The opinion is expressed, but it is not sufficiently substantiated. The task should be done neatly	3

Table 9.2 (the end)

1	2
In carrying out the tasks the ability to apply theoretical knowledge to conducting economic analysis was shown in part. The algorithm of solving the problem, formulas and explanations given to them resulted in significant errors. The analysis is incomplete. Conclusions are not available. The task should be done neatly	2
The student faced significant challenges in the analysis. The task is not solved, the student faced difficulty in solving the tasks at the elementary level. Significant mathematical errors were made in doing the task and no conclusions were drawn. The task should be done neatly	1

## An example of final control

### The theoretical part (10 points)

1. What is a tariff scale? What are the main indicators that characterize it?
2. What is the organization of labor remuneration? Compare its main systems. What employees can be paid under each of them?

### Practical part (10 points)

1. The minimum wage is 1 000 UAH. The working mode is 22 × 8. Using the tariff scale from the previous task, calculate the earnings of the employee per month.

A worker (5th class) produces 25 units according to the norm. His actual performance is 105 %. For doing the task he gets a bonus of 10 %, for each percent of overfulfillment the bonus is 1.5 %. Draw a conclusion.

2. Characterize the following tariff scale:

Tariff class	1	2	3	4	5	6
Tariff coefficient	1	1.08	1.25	1.38	1.56	1.79
Number of workers, people	2	0	8	12	7	4
Labor intensity, hours	300	100	1 000	1 300	600	800

Determine:

the scale range;

the growth of its tariff coefficients;

the average tariff coefficients of works and workers;



the average tariff class of works and workers.

Draw a conclusion.

## 10. Distribution of student's points

The system of evaluation of the level of students' professional competences is given in Table 9.1.

Table 9.1

### The system of evaluation of the level of students' professional competences

Week	Hours		Form of study		Assessment	
					Form of control	Maximal point
1	2	3	4	5	6	7
<b>Content module 1</b>						
<b>Labor organization, standardization and remuneration at an enterprise</b>						
1	in class	2	Lecture	<b>Theme 1.</b> The basics of the scientific organization and administration of labor	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
2	in class	2	Lecture	<b>Theme 2.</b> The organization and rationalization of the labor process	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme Solving problems on the theme	Check of the home task	
3	in class	2	Lecture	<b>Theme 3.</b> The basics of labor standardization	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme Solving problems on the theme	Check of the home task	

Table 9.1 (continuation)

1	2	3	4	5	6	7
4	in class	2	Lecture	<b>Theme 4.</b> The organization, service and attestation of working places	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
				Solving problems on the theme		
5	in class	2	Lecture	<b>Theme 5.</b> The labor conditions. Work and rest modes. The labor discipline	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
				Solving problems on the theme		
6	in class	2	Lecture	<b>Theme 6.</b> Forms and methods of material and moral stimulation of work	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	6	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
				Solving problems on the theme		
7	in class	2	Lecture	<b>Theme 6.</b> Forms and methods of material and moral stimulation of work	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
				Solving problems on the theme		
8	in class	2	Lecture	<b>Theme 6.</b> Forms and methods of material and moral stimulation of work	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
				Solving problems on the theme		

Table 9.1 (continuation)

1	2	3	4	5	6	7
<b>Content module 2</b>						
<b>Labor administration at an enterprise</b>						
9	in class	2	Lecture	Theme 7. The essence and peculiarities of the labor administration at an enterprise	Work at the lecture	1
					<b>Current Test</b>	<b>5</b>
	2	Practical	Solving practical problems according to the theme		Active participation in the practical	1
					<b>Current Test</b>	<b>5</b>
ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme Preparation for the test	Check of the home task		
10	in class	2	Lecture	<b>Theme 7.</b> The essence and peculiarities of labor administration at an enterprise	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	6	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
11	in class	2	Lecture	<b>Theme 8.</b> The manager's personal work planning. The organization of processes on team management	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	5	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
Solving problems on the theme						
12	in class	2	Lecture	<b>Theme 8.</b> The manager's personal work planning. The organization of processes on team management	Work at the lecture	1
		2	Practical	Solving practical problems according to the theme	Active participation in the practical	1
	ind.	6	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
Solving problems on the theme						
Preparation for the test						

Table 9.1 (the end)

1	2	3	4	5	6	7
13	in class	2	Lecture	Solving practical problems according to the theme	Work at the lecture	1
		2	Practical			
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
				Solving problems on the theme		
14	in class	2	Lecture	Solving practical problems according to the theme	Work at the lecture	1
		2	Practical			
	ind.	10	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
15	in class	2	Lecture	Solving practical problems according to the theme	Work at the lecture	1
		2	Practical			
	ind.	6	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	
				Solving problems on the theme		
16	in class	2	Lecture	Solving practical problems according to the theme	Work at the lecture	1
					Current Test	5
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the home task	20
				Solving problems on the theme		
17	in class	2	Lecture	Solving practical problems according to the theme	Work at the lecture	1
					Final Test	20
	ind.	7	Preparation for lessons	Search, selection and study of the literature for the theme	Check of the essay	11
				Preparation for the test		
Preparation of the essay						
Total hours		180			Maximal point	100

The maximal number of points which a student can get during a week is given by forms and methods of study in Table 9.2.

Table 9.2

**Distribution of points by weeks**

<b>Weeks</b>	<b>Lecture</b>	<b>Practical</b>	<b>Home task</b>	<b>Essay</b>	<b>Test</b>	<b>Total</b>
1	2	3	4	6	7	8
Week 1	1	1				2
Week 2	1	1				2
Week 3	1	1				2
Week 4	1	1				2
Week 5	1	1				2
Week 6	1	1				2
Week 7	1	1				2
Week 8	1	1				2
Week 9	1	1			10	12
Week 10	1	1				2
Week 11	1	1				2
Week 12	1	1				2
Week 13	1	1				2
Week 14	1	1				2
Week 15	1	1				2
Week 16	1	1	20		5	27
Week 17	1	1		11	20	31
<b>Total</b>	<b>17</b>	<b>17</b>	<b>20</b>	<b>11</b>	<b>25</b>	<b>100</b>

The final mark for the academic discipline "Technologies of Labor Administration and Organization at an Enterprise" is calculated on the 100-point scale according to the qualification requirements for students of training direction "Management" (Table 9.3). For the discipline to be credited, the minimal number of obtained points is 60.

### The evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

## 11. Recommended literature

### 11.1. Main

1. Грішнова О. А. Економіка праці та соціально-трудова відносини : підручник / О. А. Грішнова. – К. : Знання, 2006. – 559 с.
2. Гриньова В. М. Економіка праці та соціально-трудова відносини : навч. посіб. / В. М. Гриньова. – К. : Знання, 2010. – 310 с.
3. Єсінова Н. І. Економіка праці та соціально-трудова відносини : навч. посіб. / Н. І. Єсінова. – К. : Кондор, 2006. – 429 с.
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# Appendices

Appendix A

Table A. 1

## The structure of the constituents of professional competences on the academic discipline "Technologies of Labor Administration and Organization at an Enterprise" according to the National Frame of Qualifications of Ukraine

41

Constituents of the competence which is formed within the theme	Minimum experience	Knowledge	Ability	Communications	Autonomy and responsibility
1	2	3	4	5	6
<b>Theme 1. The basics of the scientific organization and administration of labor</b>					
The ability to understand the main directions and patterns of the scientific labor organization	The concept of labor, the concept of labor organization at an enterprise	To know the principles of the scientific organization and administration of labor at an enterprise	To form a model of labor organisation system at an enterprise	To integrate the basic theories of labor organisation at an enterprise	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

Table A. 1 (continuation)

1	2	3	4	5	6
<b>Theme 2. The organization and rationalization of the labor process</b>					
The ability to organize the working process and choose the most rational one	The concept of labor process, basic working time expenditures, main losses of working time, reserves of working time	To classify working time expenditures, to use main methods of the working process study, principles of rationalization of the labor process	To use the main methods of the labor process organization	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 3. The basics of labor standardization</b>					
The ability to standardize the working process	The concept of labor standard, types of labor standards, labor standardization process	To know the methods of labor standardization at an enterprise	To use the main methods of labor standardization at an enterprise	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

Table A. 1 (continuation)

1	2	3	4	5	6
<b>Theme 4.</b> The organization, service and attestation of working places					
The ability to develop and justify the working place model	The concept of the working place, the basics of the working place organization, the basics of the working place service, the basics of the working place attestation	To know the main methods of organization, service and attestation of working places	To use the main methods of the working place organization, the working place service, and the working place attestation	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 5.</b> The labor conditions. Work and rest modes. The labor discipline					
The ability to create good working conditions, organize work and rest modes and enforce the labor discipline	The concept of labor conditions, the concept the work and rest modes, the concept of the labor discipline	To know the basics of labor conditions, to know the main requirements to the working conditions, work and rest modes, the labor discipline	To organize good working conditions, to form an effective work and rest modes, to enforce the labor discipline	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

Table A. 1 (continuation)

1	2	3	4	5	6
<b>Theme 6. Forms and methods of material and moral stimulation of work</b>					
The ability to develop the system of labor remuneration at an enterprise	The concept of wage, the concept of labor remuneration, the elements of remuneration, the main forms and methods of labor remuneration	To know the basic elements of labor remuneration at an enterprise, to know the ways of wage calculation, to understand the basic incentive schemes	To use the methods of labor compensation calculation, to develop incentive schemes	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 7. The essence and peculiarities of labor administration at an enterprise</b>					
The ability to understand peculiarities of the administrative activities on labor organization at an enterprise and apply the effective managerial styles	The concept of labor administration, the elements of the labor administration system at an enterprise	To know peculiarities of the labor administration system, its main goals, functions and goals	To understand the essence and specifics of the labor administration at an enterprise	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

1	2	3	4	5	6
<b>Theme 8. The manager's personal work planning. The organization of processes on team management</b>					
The ability to plan the manager's personal work, determine priorities in personal activity. The ability to organize the processes on the working team management	The concept of personal work planning, types of planning, the concept of a working team, team management	To know peculiarities of a working team, the process of team management, team structure, methods of personal work planning	To use the methods of personal work planning, organise the process of team management, manage the team	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 9. The documentary and information support of work at an enterprise</b>					
The ability to organize the information flow system at an enterprise and formalize the basic business documentation	The basics of documentation and information flows at an enterprise, basic business documentation and personnel records	To know the principles of documentary and information support of work at an enterprise, requirements to the documentation	To prepare, formalize and process documents at an enterprise, organize the information flow at an enterprise	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

1	2	3	4	5	6
<b>Theme 10.</b> The organization of business meetings, negotiations and phone calls					
The ability to organize and hold business meetings, negotiations and phone calls	The basics of business communication, its types and peculiarities, the concept of business meetings, negotiations and phone calls	To know the principles, approaches and rules of organization and conducting the business meetings, negotiations and phone calls	To organize and hold business meetings, negotiations, phone calls	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made
<b>Theme 11.</b> Evaluation of labor at an enterprise					
The ability to evaluate the effectiveness of labor and labor organisation at an enterprise	The basic indicators of labor effectiveness at an enterprise	To know the approaches to labor evaluation at an enterprise	To use the main methods of evaluation of labor effectiveness and labor organisation	To form an effective communication strategy	Responsibility for the accuracy and correctness of the peculiarities of labor organization, autonomy in professional activity, exercising the administrative function, and social responsibility for the results of the decisions made

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