

Management failures in supervision do not, of course, stem from intentional malice. They may result, in part, from a lingering tradition of “scientific management” which fractionated tasks and “protected” employees from the need to think, and perpetrated management systems based on automaton conformity. But more often such failures stem from the manager’s insensitivity to the needs and perceptions of others, particularly from his inability to see himself as others see him.

Insensitivity or the inability to empathize is manifested not only as interpersonal incompetence, but also as the failure to provide meaningful goals, the misuse of management systems, or a combination of both. Style of supervision, then, is largely an expression of the personality characteristics and mental health of the manager, and his potential for inducing developmental or reductive cyclical reactions.

Література:

1. For a discussion of sensitivity training, see Chris Argyris, “T-Groups for Organizational Effectiveness,” HBR March–April 1964, p. 60.
2. See Herbert H. Meyer, Emanuel Kay, and John R. P. French, Jr., “Split Roles in Performance Appraisal,” HBR January–February 1965, p. 123.

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TIME MANAGEMENT AS A WAY TO IMPROVE THE EFFICIENCY OF USING THE HUMAN RESOURCES OF AN ENTERPRISE (ТАЙМ-МЕНЕДЖМЕНТ, ЯК СПОСІБ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ ВИКОРИСТАННЯ ЛЮДСЬКИХ РЕСУРСІВ ПІДПРИЄМСТВА)

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The concept of time management is considered. Various approaches of scientists in determining the essence of time management are analyzed and revealed. Existing time management tools are considered and peculiarities of its application in domestic practice are analyzed. The importance of applying working time management techniques to increase the efficiency of functioning of enterprises in modern conditions is substantiated.

Keywords. *time management; time management; enterprise; efficient use of time; working time*

The purpose of the article is to clarify the theoretical foundations and develop practical recommendations for the implementation of time management in the activities of domestic enterprises. Currently, many tools are used to improve the productivity of the enterprise and its employees. One of them is the introduction and application of time management technologies as a driving element of the personnel management system. Time management as a separate direction in science was first announced in Holland in the seventies of the twentieth century, where specialized courses for employees and businessmen on teaching time planning appeared [5]. The content of the concept of "time management" has become the basis of research by many scientists. Based on the analysis of scientific sources, it can be argued that the considered theoretical base is quite wide and varied. Each of the researchers identifies certain features and substantiates the vision of this issue based on his own approach. Since there are significant differences in the interpretation of the essence of the concept of "time management", several of them are analyzed.

Each of the authors has his own approach highlighting certain features in this concept. Some scientists consider time management as the management of the redistribution of work volumes, while others - as the art of time management, taking into account an effective method of managing your own time. But all of these statements have a common theoretical basis, which is effective time management. Time management is a set of technologies for the distribution and use of time, which are used to improve the efficiency of any activity.

Basing on the results of the analysis of scientific literature, a number of methods and time management systems were identified that have effective practical application. These areas of time management will help managers develop an individual time management technology, which in turn will contribute to the optimal use of opportunities [9]. It is important to remember that there is no single correct solution in time management. It is necessary to take into account the personal orientations of each in the choice of tools.

The principle of the Italian economist Vilfredo Pareto has received worldwide recognition [6]. The researcher interprets this principle in such a way that about 20% of the effort and time is enough to get 80% of the result. During this, it is necessary to highlight the key tasks, that is, to set priorities. Ineffective tasks should be finalized on the list of necessary actions to be performed. Today it is the most famous concept of time management, which allows you to prioritize.

Among the most used time management concepts today is the Eisenhower Matrix. It was developed by 34 US President Dwight David Eisenhower, as he was a very busy person and demanded the improvement of working hours. This matrix is a generalized development in the center of which is the Pareto principle. The main idea is to separate important matters from the secondary ones, and those that are not important at all. The structure consists of two axes (importance and urgency) and four squares according to which cases are allocated.

One of the universal tools of time management is the Franklin pyramid [8]. The methodology is aimed at identifying the future effectiveness of the organization by defining specific tasks and goals already now. The advantage of this method of time management among others is planning not only time, but also employment, as well as ways to achieve a global goal for life.

The time management tool can be any, the main thing is that it is convenient and allows you to reduce the time spent on management, and not increase them. Using time management tools in practice, you can achieve the best intermediate results, optimally prioritize and get high performance indicators in a short time.

Today time management has acquired new forms and features under the influence of changes in technology and technology, has become an integral part of effective management of a person and an enterprise as a whole. It should be emphasized that the effectiveness in time management lies not in the speed of execution, but in the correct organization of activities, the competent distribution of their abilities and capabilities [4].

The priority of enterprises is to obtain competitive advantages in the market, as well as to effectively build management activities, which is exactly what makes it possible to solve time management. In turn, the mechanism serves to draw up an optimal action plan for the long-term periods of the organization's activities and control time in the process of achieving goals.

Lack of time is the main problem that concerns everyone. To achieve the maximum success of both the enterprise itself and the person as a whole, it is necessary to be able to use it correctly, because it is irreplaceable and limited [3]. Practical implementation of time management technologies in enterprises will have a positive effect on the efficiency of the day-to-day activities of a manager and increase labor productivity. Therefore, the author has developed a technology for introducing time management in an enterprise, which will help coordinate processes for time management in more detail. With its help, it will be possible to optimally share time and achieve the desired results.

The mechanism consists of two blocks. The first of which is targeted and includes the following components: goal, tasks, principles. The second block is aimed directly at efficiency, which is why it is called the process block. In turn, it includes 5 stages:

Stage 1. Analysis of the effective use of working time

Stage 2. Identification of unproductive losses of working time

Stage 3. Formation of a program to improve the use of working time

Stage 4. Implementation of time management implementation programs

4.1. Implementation of training technologies 4.2. Software analysis

Stage 5. Evaluation of the effectiveness of the use of time management in the enterprise.

Thus, the time management process influences the main indicators of staff productivity. The introduction of time-management technology at the enterprise will serve as the best way to increase competitiveness in general and the most efficient use of human resources.

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