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CONSTRUCTION AND ARCHITECTURE**

Faculty of Construction

Department of construction management

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" ____ " _____ 2024

**EXPLANATORY NOTE
FOR THE GRADUATE THESIS
TO OBTAIN A MASTER'S DEGREE**

on the subject

" Updating the system of administration by personnel of construction enterprises on the basis of "time management "

Executed

Jiang Yongchao

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***Discipline 07*"Management and administration"**

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***Head:* Associate Professor,
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Reviewer _____

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**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL UNIVERSITY OF CONSTRUCTION AND
ARCHITECTURE**

Faculty of Construction

Department of construction management

Educational and qualification level "Master"

Specialty 073 "Management"

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TASK

for the attestation graduation work of a student

Jiang Yongchao

The topic of the work: **" Updating the system of administration by personnel of construction enterprises on the basis of "time management»**

Head attestation graduation thesis of Associate Professor, Candidate of Technical Sciences D.O. Prykhodko approved by order of KNUBA dated " ____ " _____ 2024 No. ____

2. Deadline for submission of work by the student

3. Initial data for work:

literary sources: Internet resources; practical developments of domestic and foreign scientists; general scientific and special research methods of technology park apparatus of developed countries.

4. The content of the settlement and explanatory note - a list of issues that need to be worked out - (consisting of 3 sections):

section 1 –analysis of specialized literature in the research topic, research update;
section 2 – development of methodological research measures in the field of construction enterprise management;

section 3 –implementation of research results in the activities of the enterprise in the construction industry.

5. List of graphic material:15-20 sheets of A4 format (slides) showing the content of research in all sections of the explanatory note to the final attestation paper.

6. Consultants of thesis sections

Section	Surname, initials and position consultant	Signature, date	
		issued the task	task accepted
<i>Sections 1:</i> Theoretical and methodological principles of time management research in the personnel management system of the enterprise	Ph.D., associate professor M.V. Horbach		
<i>Chapter 2:</i> Peculiarities of using time management technologies in the organizational environment of a construction enterprise	Ph.D., Professor V.O. Pokolenko		
<i>Chapter 3:</i> Time management technology in the development of professional value intentions of the personnel of a modern enterprise	Doctor of Economics, Professor Chuprina Yu.A.		

7. CALENDAR PLAN

No s/p	The name of the stages of the certification exam robots (AVR)	Execution periodAVR stages	Note
	The student's choice of the AVR topic, submission of an application to the department and coordination with the academic supervisor		
<i>1</i>	Systematization of materials and preparation of initial data for AVR		

2	Approval of the content (plan) of the AVR, preparation of an individual task		
3	Preparation of the introduction and the 1st section of AVR		
4	Preparation of the II section of AVR		
5	Preparation of Section III of the AVR, conclusions and a list of used sources		
6	Submission of the completed AVR by the student to the academic supervisor		
7	Passing qualifying master's theses to check for the presence of textual borrowings		
8	The department's decision to admit AVR to defense at AEK		
9	Final approval with the supervisor of the AVR presentation and defense report. Final design and review of the work		
10	Preliminary defense of AVR at the department and its approval by the head of the department		
11	Submission of AVR to AEK		
13	Defense of AVR in AEK and assignment of qualifications to graduates		

8. Issue date of the assignment " _____ " _____ 2024.

Student _____ / **Jiang Yongchao** /

Head of work _____ / Associate Professor, Candidate of Technical Sciences D.O. Prykhodko /

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RESUME (summary) to the student's attestation graduation thesis:		Jiang Yongchao	
ZVO	<i>Kyiv National University of Construction and Architecture</i>		
Topic	Updating the system of administration by personnel of construction enterprises on the basis of "time management		
Educational level	MASTER according to the educational and professional training program		
Faculty	<i>Constructional</i>		
Chair	<i>Management in construction</i>		
Specialty	<i>Management</i>		
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Head	Associate Professor, Candidate of Technical Sciences D.O. Prykhodko		
Scope of work:	explanatory note, p.	sections	Visual and graphic part (A4 format sheets)
	<i>168</i>	<i>3</i>	<i>20 slides</i>
Chapter 1 "Theoretical and methodological foundations of the study of time management in the personnel management system of the enterprise"	In the first section, the content of time management in the personnel management system of the enterprise is considered. The chapter reveals the concept of "time management" as an integral component of effective management, describes in detail the current state and main problems of time organization of management activities of personnel and managers of the enterprise. The analysis of factors affecting the efficiency of the use of staff working time and foreign methods of effective time management are considered.		
Chapter 2. "Features of using time management technologies in the organizational environment of a construction enterprise"	The second chapter examines the practical aspects of using time management technologies. A detailed analysis of the strategy of planning and time management in the activities of the personnel of the construction enterprise PJSC "HC Kyivmiskbud". Modern scenarios of the use of time management as a tool for increasing the efficiency of activities at a construction enterprise are analyzed. The section introduces the skills of effective use of job duties by the personnel of the construction enterprise.		

Chapter 3. "Time management technology in the development of professional and valuable intentions of the personnel of a modern enterprise"	The third chapter examines time management technology in the development of professional value intentions of the personnel of a modern enterprise. Tools for streamlining work and implementing corporate time management under the conditions of digitalization of management processes are analyzed. Modern requirements for soft skills and the ability to increase personal efficiency at work are highlighted. Ways that improve the processes of making managerial decisions and rationalizing time in the manager's activities are revealed.
Conclusions on the work:	The conclusions summarize the essence of time management, emphasize the importance of management processes. The important aspects of the effective functioning of time management technologies at a construction enterprise are described. The research results showed that the introduction of modern technologies, such as analytics, task management systems, and platforms for communications and collaboration, contributes to increasing work efficiency and enables timely response to changes in business - environments. Team development, professional development and feedback are also important to ensure stability and success in the long term.
<p>Keywords: time management; time management methods; time planning; efficient use of time.</p> <p>Key words: time-management; methods of time management; time planning; effective time usage.</p>	

Compiler: _____ / *___ Jiang Yongchao ___* /

Supervisor: _____ / Associate Professor, Candidate of Technical Sciences D.O. Prykhodko ___ /

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INTRODUCTION

Relevance of the topic. In the conditions of rapid changes in the external environment, the need for time management, both of employees and managers, is becoming more and more important. Time is the most valuable human resource, which is limited and non-renewable, it cannot be replaced or compensated, but it can be effectively "converted", transforming on life values.

Correct use of time is the key to successful performance of professional duties and achievement of goals. Therefore, the introduction of time management technologies into the personnel management system, which allows to increase the efficiency of activities due to the optimization of time spent on preparation and decision-making, achievement of strategic and tactical goals, performance of production and intellectual tasks, becomes especially relevant.

Time studies were conducted by scientists in such areas as time perception (P. Fress), vision of time perspective (R. Kastenbaum, D. Nütten), time and dynamics of motivation development (H. Thome), study of time characteristics of the life cycle (S. Buhler).

The classics of the concept of time management are considered to be F.U. Taylor, A. Fayol, K. McHam, M.H. Mescon. At the present stage, the approaches of foreign specialists - K. Bischof, T. Bryan, P. Doyle, St. Covey, J. Cowley, B. Santo, S. Ward.

At the same time, the theoretical-methodological and applied aspects of the application of time management technologies require further improvement in connection with the increasing complexity of the personnel management system and taking into account the ability of the human factor to self-organize.

The purpose of the master's research is: generalization of theoretical and methodological principles and development of practical recommendations on time management, as an important tool for improving the efficiency of the construction enterprise.

The main tasks of the research:

1) find out the essence of the issue and the main systems and methods of time management;

2) to study the current state and main problems of the temporal organization of the managerial activities of the personnel and managers of the enterprise;

3) identify the main factors affecting the efficiency of the use of staff working time;

4) to develop strategies for planning and time management in the activities of the personnel of the construction enterprise;

5) outline modern time management application scenarios;

6) to develop the skills of effective performance of job duties by the personnel of the construction enterprise;

7) considered the implementation of corporate time management under the conditions of digitization of management processes;

8) outline modern requirements for soft skills;

9) develop ways to improve management decision-making processes.

Object of research: time management technology in personnel management at a construction enterprise.

Subject of research: practical application of time management as a tool for increasing the efficiency of the personnel management system at a construction enterprise.

Research methods:

theoretical methods:

- analysis of foreign and domestic experience of personnel management organization;

- study of the literature on the organization of the construction enterprise environment;

- analysis of graphic and photographic materials;

- method of deduction;

- method of analogies: processing and comparison of information based on already existing experience on this topic.

empirical methods:

- survey;

- observation method.

Practical significance of the obtained results. Recommendations on time management as a modern format of the personnel management system of a construction enterprise have been developed. Based on the materials of the thesis, a presentation was held at the conference and the theses of I. S. Ivakhnenko, Y. M. Prybudko were published. Tools for streamlining work and implementing corporate time management under the conditions of digitization of management processes (November 21-24, 2023). There was a performance of the All-Ukrainian competition of student scientific papers in the fields of knowledge and specialties in 2022/2023, as well as theses for the International scientific and practical conference of young scientists "Build-Master-Class-2021" Prybudko Y. M. The structure of the enterprise's profit management mechanism and its elements .

Structure and scope of the study:the master's thesis consists of an introduction, three chapters, a conclusion, a list of used sources and appendices.

CHAPTER 1. THEORETICAL AND METHODOLOGICAL PRINCIPLES OF THE RESEARCH OF TIME MANAGEMENT IN THE PERSONNEL MANAGEMENT SYSTEM OF THE ENTERPRISE

1.1. The essence of the concept, main systems and methods of time management as an integral component of effective personnel management of the enterprise

A new understanding of the importance of the time resource in human labor is connected with changes in the economic sphere and the transformation of the value orientations of society. To increase the market value of the enterprise, optimize costs, improve the efficiency of using all resources, and increase productivity, managers need constant improvement of the personnel management system. It is possible to achieve a clear "synchronous system" of the actions of managers and staff using a time management system. [1, p. 58]

The basic ideas of time management are that the main attention should be paid to where the time should be invested, not how to do the work faster. In fact, this is a very important task of determining priorities, which affects all areas of managerial activity.

Time management involves:

- the ability to feel and understand time;
- setting goals and deadlines for their achievement;
- determination of the time capacity of production operations;
- ensuring optimal use of time through decentralization, encouraging initiative, delegation of authority, establishing effective interaction of personnel, forming a corporate sense of time, providing feedback and monitoring. [2, p. 17]

Time management is a manifestation of the worldview of a modern person, for whom time planning becomes a means of achieving success in competition. [3]

Time management is a field of managerial activity that became an independent direction of management in the 1970s. The term comes from the English "time management", however, this form of translation is not entirely correct, since, unlike other management objects, it is impossible to influence time (stop, slow down or speed it up).

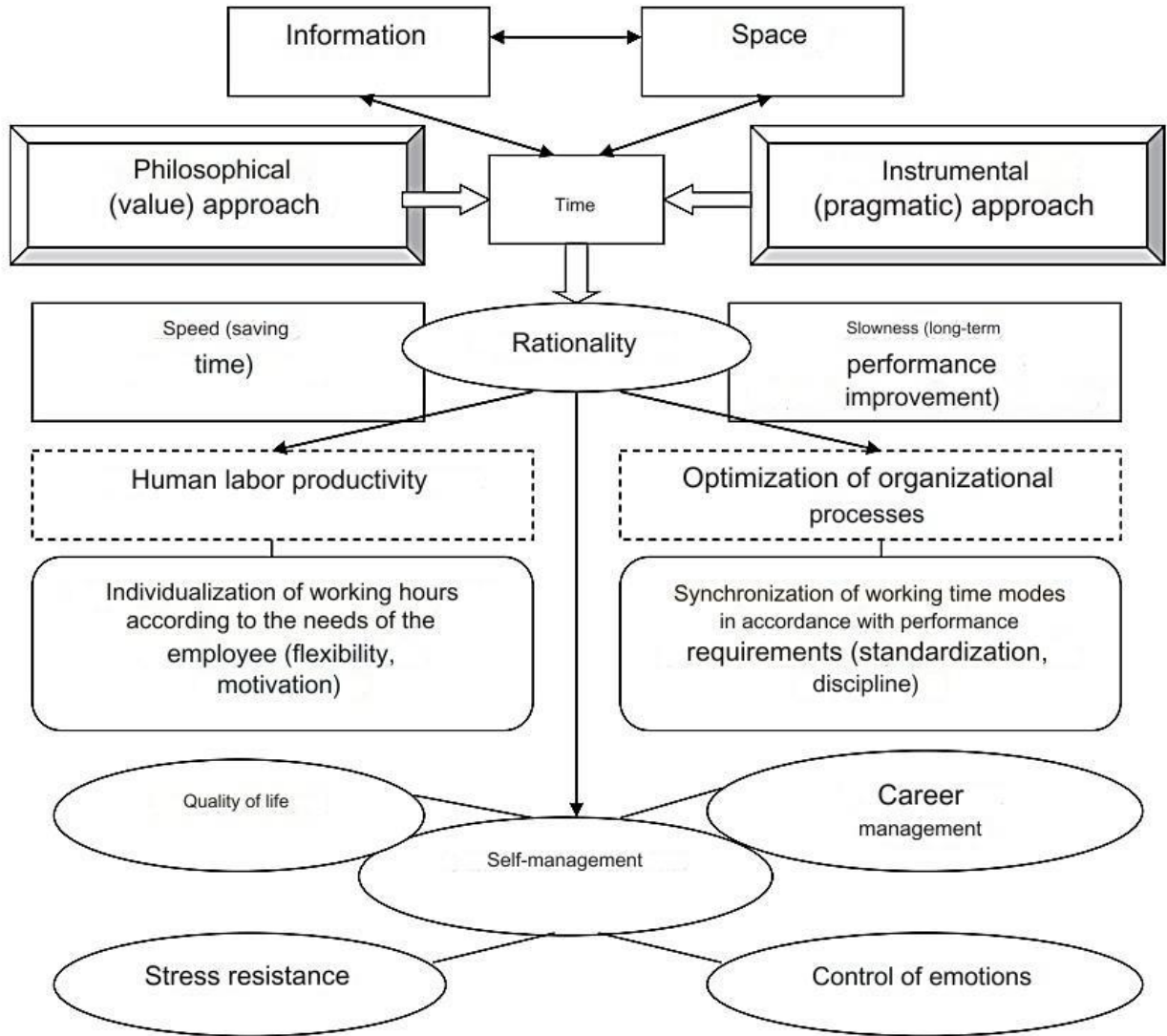
Table 1.1.

Definition of the concept of time management

The authors of the definition of time management	Definition of the concept of time management	Source
L. D. Vodyanka, S. I. Todoryuk, and A. G. Karp	The ability to set goals and plan one's activities, develop self-control skills, independently evaluate one's own actions and effectively use time to achieve them.	[67, p. 119-123]
I. V. Kyrychenko and M. G. Shlenova	Time management is a combination of techniques, methods, processes and tools needed to increase work productivity.	[68, p. 18-29]
S. Ward	Time management is a set of skills, tools, systems, and principles that can be used together to optimize time and improve quality of life.	[69, p. 144]
O.E. Buryachenko and S.A. Yaromych	Time management is proposed to mean self-management with the help of appropriate techniques and mechanisms of time management, which will contribute to the accurate diagnosis of problems in the use of time and the formation of personal technology that most fully corresponds to knowledge, type of occupation, character and temperament.	[70, p. 46]
T.V. Lazorenko, Yu.O. Didchenko, E.D. Mikhailov	Time management is understood as a method by which you can achieve significant results in your career by correctly grading tasks and prioritizing planned tasks.	[71, p. 632]
G.I. Yevtushenko and V.M. Wooden	They treat time management as a set of methods of optimal organization for the implementation of current tasks, projects, and calendar events.	[72, p. 89]
T. Makan	Time management behaviors such as goal setting and organization lead to perceived control over time, which leads to outcomes such as increased productivity and reduced stress.	[73]

Source: developed by the author from the source[67,68,69,70,71,72,73]

The analysis of the views of various scientists shows the absence of a single point of view and the studied term, its connection with other concepts (Fig. 1.1).



Rice. 1.1. Formation of time management

Source: [4]

Time is the object of interdisciplinary research, and therefore time management is connected with other sciences - physics, biology, sociology, philosophy, psychology, etc.

There are two approaches to time management:

- according to a philosophical approach, time management is the goal and meaning of life and brings a certain benefit;

- according to the instrumental approach, time management is a tool for achieving results.

A time management system is a combination of processes, tools, various techniques and methods used to achieve higher productivity.

Time management is a set of methods of planning and organizing the work of the enterprise as a whole and of individual employees, used by the manager to increase the efficiency of working time and the controllability of the growing volume of tasks by setting priorities, dividing projects into separate actions and delegating to other people.

Researchers consider time management as a component of self-management, the main task of which is to identify methods and principles of effective management of time, emotions, resources, roles in the team, etc.

So, time management is a set of knowledge, abilities and skills, thanks to which a person knows how to set priorities correctly, accurately plan and organize his time, increasing the efficiency of its use; it is a set of various technologies related to goal setting and their achievement, development of self-control skills, rational use of personal and working time, involvement of all its available reserves. [5, p. 289]

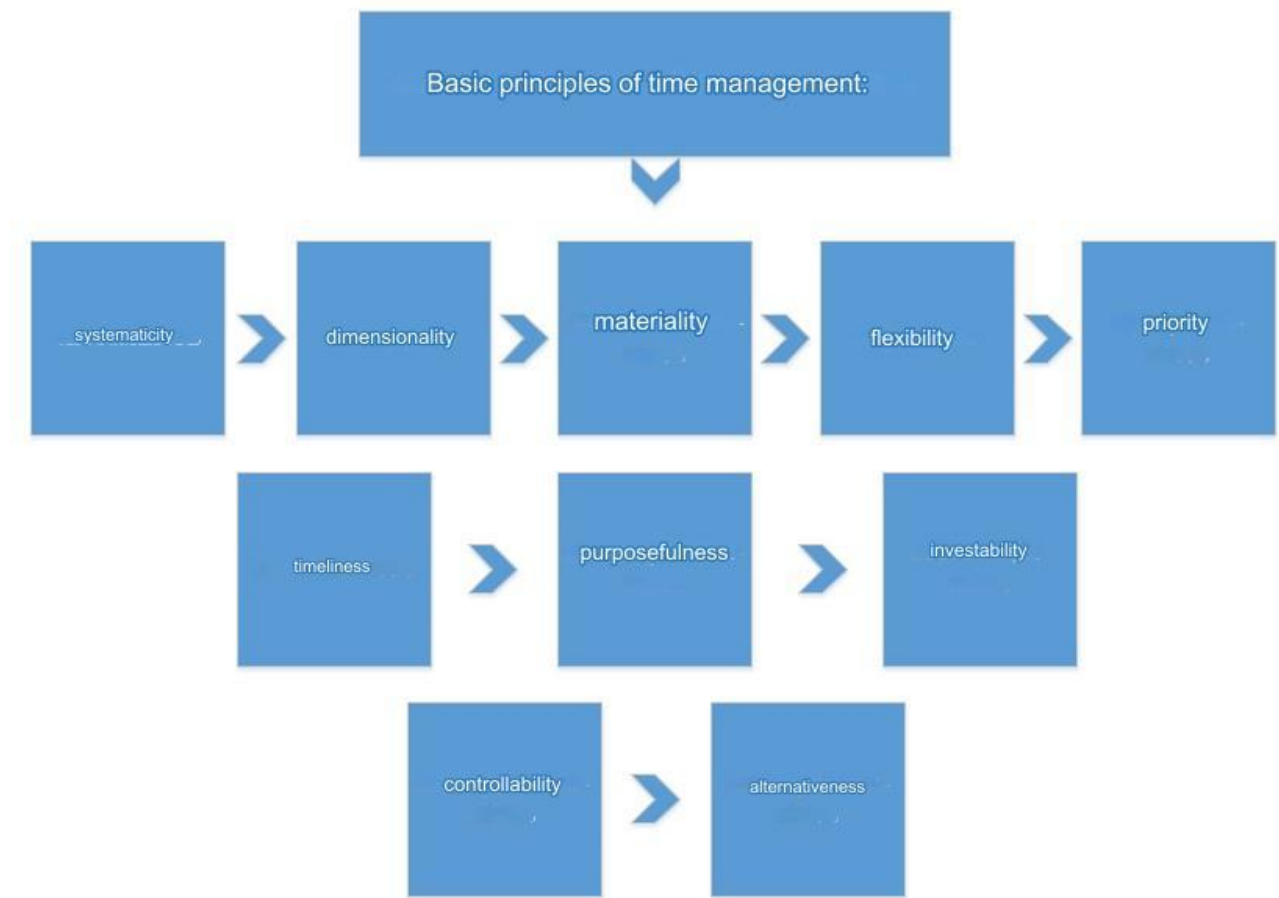
The main prerequisites for the implementation of time management are:

- 1) growing requirements for the level of professional development of employees, which is impossible without the ability to independently organize their work;

- 2) transformation of personnel into the main competitive advantage of the enterprise;

- 3) complication of external control over activities that have a creative nature, increasing the relevance of self-discipline and self-control. [6, p. 281]

The basic principles of time management are: systematicity, measurability, materialization, flexibility, priority, timeliness, purposefulness, investment, controllability, alternative.



Rice. 1.2. Principles of time management

Source: developed by the author based on the source [6]

On the basis of the considered approaches, we will consider the following definition of time management: it is a system of organizational, economic and socio-psychological measures aimed at creating conditions for optimal use of working time in order to increase labor productivity and improve the quality of the working life of employees, which is implemented through planning functions (norming labor operations, drawing up schedules), organization (introduction of a corporate working time standard, application of techniques of decentralization and delegation of powers, improvement of communications), motivation (encouraging

the saving of working time and increasing labor productivity), control (implementation of monitoring and inventory of working time).

The mechanism of time management should be formed taking into account the principles of non-linearity of the time resource and self-organization of personnel. Non-linearity can manifest itself as the convention of dividing the time resource into short-term and long-term perspectives (in particular, sometimes there is a contradiction between short-term goals and long-term priorities of the company's development). On the other hand, through the prism of time management, the need to achieve a balance between quantitative and qualitative indicators of activity is seen in a new way: if reducing the time for making decisions and completing tasks is accompanied by a decrease in quality, the time management system cannot be considered effective.

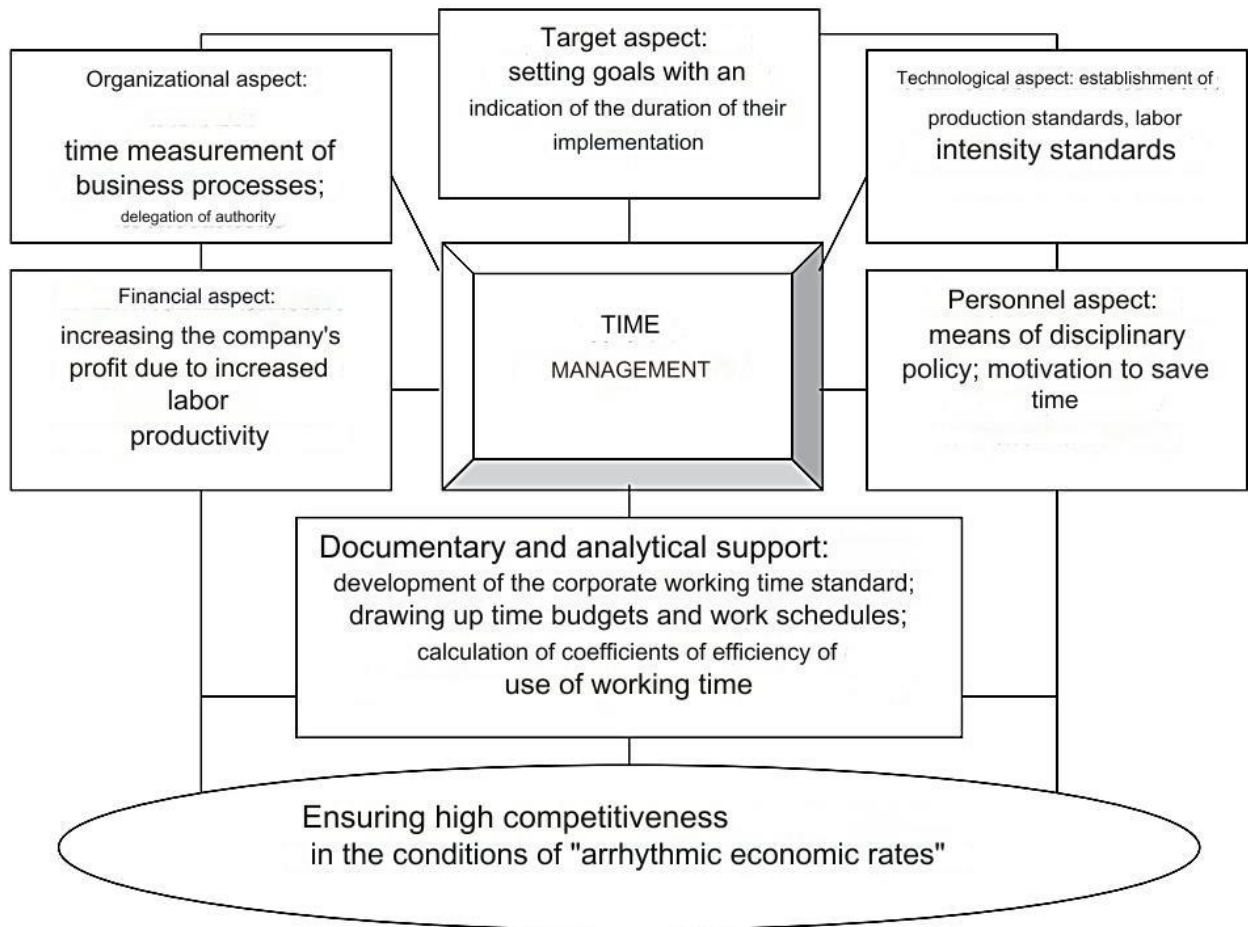
It is also worth considering the possible conflict between objective (production standards, labor discipline) and subjective (self-realization at the workplace, achieving a work-life balance) criteria for the efficiency of using time resources.

As shown in fig. 1.3., the time management system is combined with other components of management activity. In particular, the work of personnel is realized through operations that must be performed in a certain period of time; objects are performers, objects of work (materials), information.

Time budgets are made for tasks with materials, work schedules are made for tasks with people. Working with information requires the implementation of such elements of time management as information collection methods, e-mail management, etc.

Time management develops in two aspects: as a means of increasing the efficiency of individual work, personal development and as a component of the personnel management system at the enterprise.

Accordingly, scientists distinguish different hierarchical levels (Fig. 1.4) and varieties of time management (Fig. 1.5).

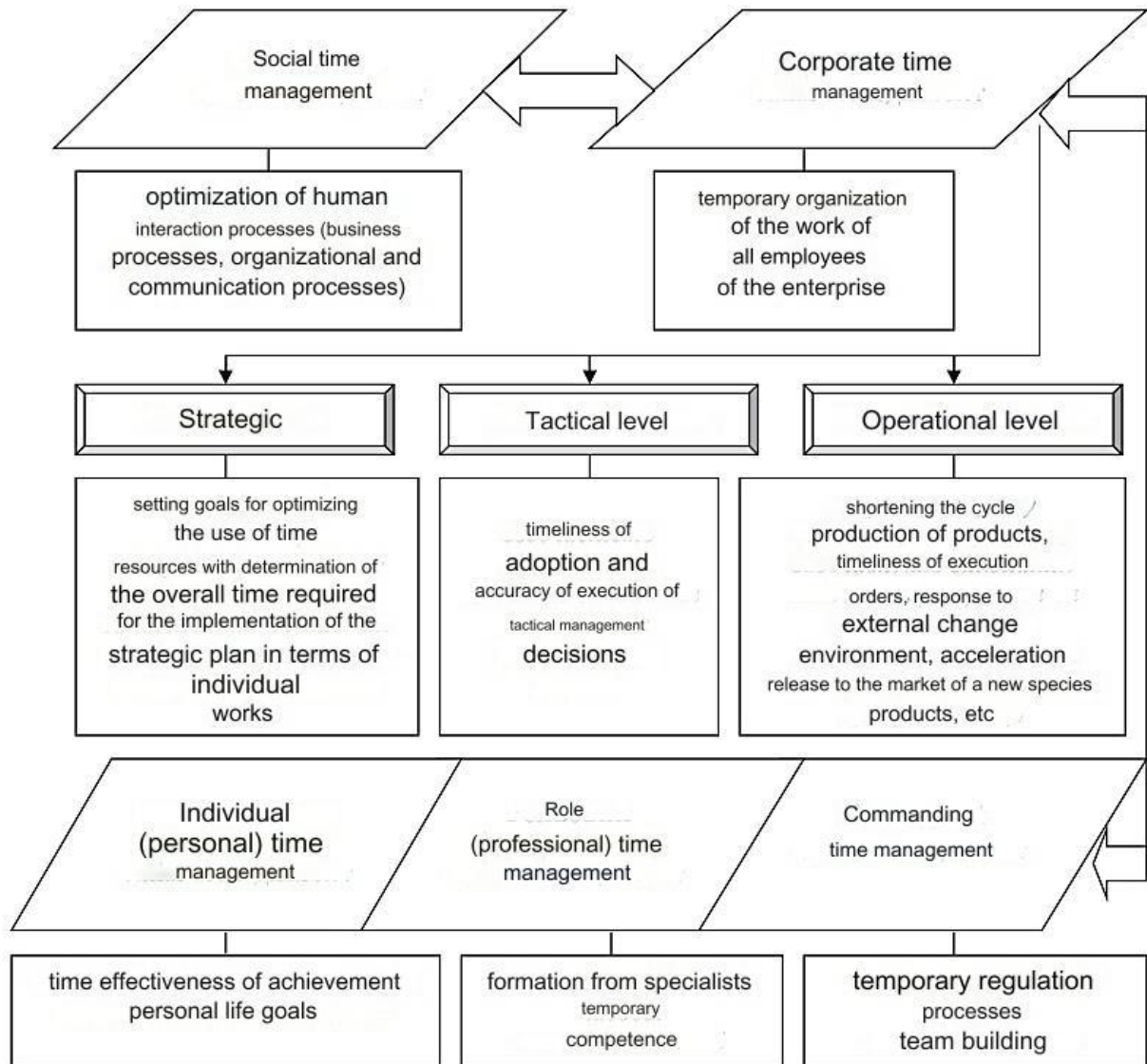


Rice. 1.3. Connection of the time management system with other aspects of managerial activity

Source: [7]

Only the systematic implementation of time management elements will improve the efficiency of personnel management. Effective use of time resources is extremely important at the strategic level, when it is necessary to make a correct and timely decision. Therefore, it is appropriate to set goals for optimizing the use of time resources; "second-by-second pricing" of time is necessary with the division of business processes into separate phases and determination of their time capacity, ensuring end-to-end planning and control of time use.

Optimizing time at the operational level is important for the timely fulfillment of orders, shortening the production cycle, timely response to changes in the external environment, accelerating the release of a new type of product, and reducing equipment downtime.



Rice. 1.4. Types and hierarchical levels of time management

Source: [7]

Individual time management is based on personal self-development and is aimed at achieving personal goals in the context of a person improving his abilities and creative self-realization. This is a set of various techniques and technologies

for organizing the work of an employee, which he carries out in his personal interests, not wanting to waste his time resources.

Individual technology of time management is carried out taking into account the mechanisms: biological clock, which depends on which part of the day the maximum activity occurs; intellectual engineering, which is understood as the use of knowledge about human potential; a psychological clock, in which the psychological time perspective is distinguished; the style of human behavior, which reflects the moral and ethical norms of an individual and determines his behavior in various life situations.

Role (professional) time management is specialized, tied to professional tasks.

The following types of time regulation of specialists are distinguished:

1) spontaneous or everyday (the specialist's actions depend on the circumstances of life; this method of time regulation is characterized by situationality, lack of initiative, short-term and passive regulation);

2) functional or operational (the specialist plans actions and determines their direction, achieves efficiency, but only short-term active regulation of time takes place);

3) contemplative, or prolonged (the specialist has a passive attitude to time, he does not have a clear view of the organization of time);

4) creative or transformative (the specialist uses time creatively, manages time for a long time, connecting it with the meaning of life, solving organizational problems, etc.).

The implementation of the time management system involves the formation of employees' time competence related to issues of time awareness, emotional experience of time and time organization of professional activities, which in the complex ensures emotional stability, stress resistance, self-organization. Time competence involves the ability to rationally plan and use time, adequately assess

the necessary time expenditure, develop a program to achieve the goal in a certain time frame. [8, p. 239]

Time competence involves the ability to rationally plan and use time, to adequately assess the necessary time expenditure, to develop a program for achieving a goal in a certain time space. In addition, this is an important condition for a person's value attitude to the time budget and integration into social groups.

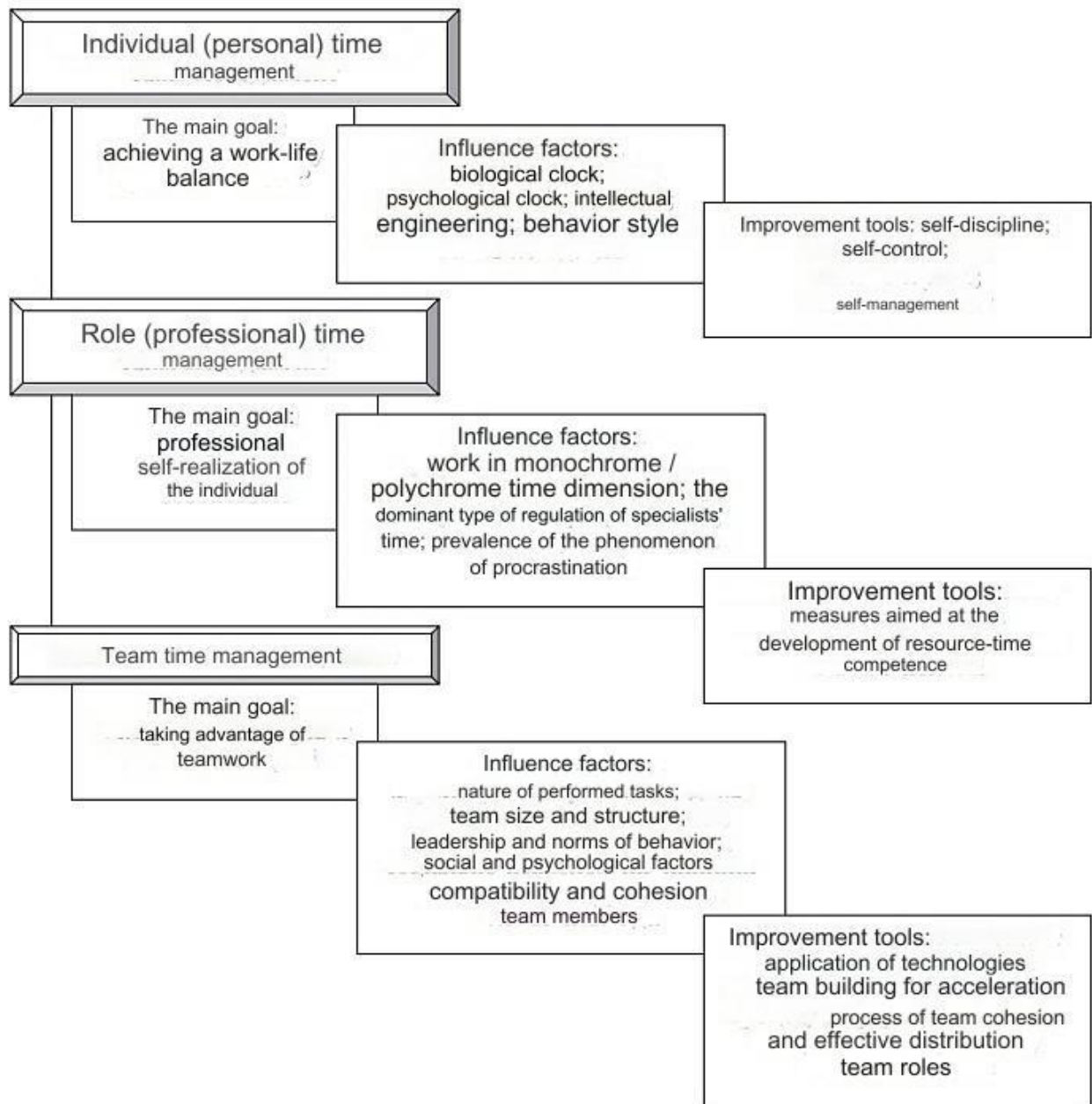
The resource-time component of competence is an important characteristic of leadership style and is interpreted as the manager's ability to assess the professional capabilities and psychological resources of subordinates, to correctly predict the time required to perform a particular task, as well as the effectiveness of its performance. The specialist's temporal competence includes the ability to: organize one's own goals; regularly plan your own time and set priorities correctly; carry out delegation of powers; apply energy self-management techniques for an optimal ratio of work and rest.

Therefore, resource-time competence means the adequacy of time perception, mastery of time planning skills, the ability to rationally redistribute time priorities and limits of interpersonal communication, adhere to the principles of time management, including the delegation of authority in social communications.

In communication, temporal competence determines the adequacy of the subjective assessment of time and temporal space of interpersonal interaction, the ability to optimal interaction taking into account the time limits of communication. [9, pp. 50-51]

In my opinion, time management can be successfully combined with team building technologies, since one of the criteria for the effective functioning of work groups and teams is the effective use of working time due to the effective influence of formal and informal leaders, compliance with team norms, harmonious interaction of participants, their psychological compatibility and professional performance. It is in the team that the requirements of individualization and

synchronization of working time regimes of individual employees can be met at the same time.



Rice. 1.5. Specifics of individual, role and team time management

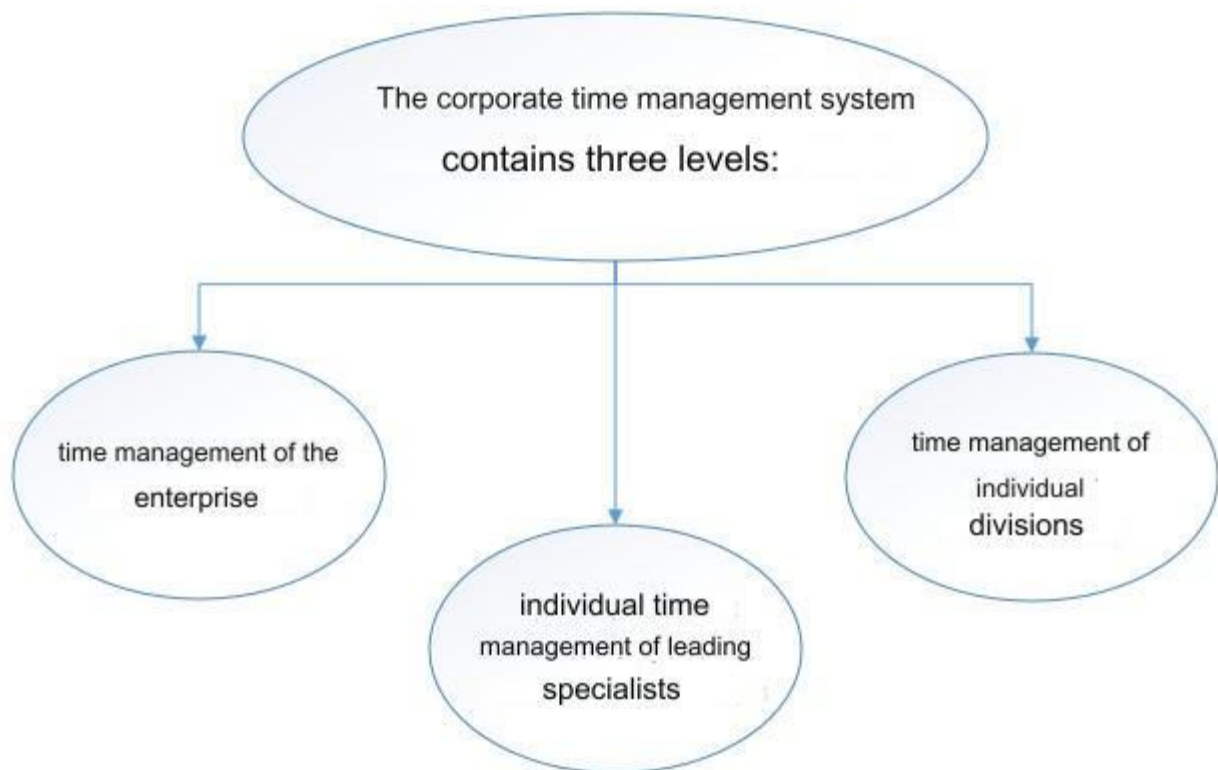
Source: [9]

Social time management is dedicated to interpersonal relations and involves optimizing the processes of interaction between people in the organization. Social time management requires in-depth knowledge of strategic and operational management, organizational structure, and the nature of production processes.

Corporate time management, as a type of social management, focuses the main attention on the time organization of the work of all employees of the enterprise with the aim of effective use of time by each of them. [10, p. 63]

The corporate time management system contains three levels:

- time management of the enterprise;
- time management of individual divisions;
- individual time management of leading specialists.



Rice. 1.6. Corporate time management system

Source: developed by the author based on the source [10]

The enterprise's corporate time management is focused on the formation of effective interaction between divisions and officials with the wide application of information technologies.

Corporate time management of individual divisions involves the formation of a single work algorithm for employees of one or more divisions performing the same duties. In those divisions, where employees are engaged in monotonous

mechanical work, there is often a need to study the physiological and psychological capabilities of a person to perform a given algorithm of actions under existing conditions of difficulty and intensity of work.

Enterprises usually use the services of consulting firms to create a comprehensive work organization regulation. An important condition is the development of a single coordinate system in which the staff works, the introduction of time management standards into the corporate culture (documented and brought to the attention of employees, rules governing the issue of time management of professional activities).

In general, the enterprise's corporate time management is a system of employee interaction norms, rules and information exchange mechanisms. The time management project includes a sequence of targeted measures for the implementation of a certain module of corporate time management.

The time management program is a system of time management projects that ensures constant improvement of personal and team efficiency of employees.

Based on the results of time management training, it is possible to plan work according to such modules as development of standards, diagnosis of the work of units, certification of employees, etc. [11, p. 264]

Each type of time management requires the use of specialized methods and the use of special forms of work (diagnosis, analysis, design, consulting, individual or group training). [12]

- Implementation of time management methods enables employees to:
- systematize the planning process, reduce the number of problems;
 - use working time more efficiently;
 - increase the speed of solving problems and exclude their recurrence;
 - reduce the time to search for documents;
 - set priorities in time;

—improve the efficiency of using databases.

Having considered the advantages of time management, let's consider several ways of effective time management.



Fig. 1.7. Methods of time management

Source: [66]

1. Set goals correctly.

Set goals that are achievable and measurable. The goals set must be specific, measurable, achievable, relevant and timely.

2. Prioritize wisely.

Rank tasks in order of importance and urgency. For example, review your daily tasks and determine which ones:

- Important and Urgent: Complete these tasks immediately.

- Important, but not urgent: Decide when to do these tasks.
- Urgent but not important: Delegate these tasks if possible.
- Not urgent and not important: put it off until later.

3. Set a time limit for completing the task (set a time limit).

Setting time limits for tasks helps you to be more focused and efficient. Making a little extra effort to determine how much time to allocate to each task will also help you spot potential problems before they arise. Thus, it is possible to build plans to combat them.

4. Take breaks between tasks.

When multitasking nonstop, it's harder to stay focused and motivated. Allow a short break between tasks to clear your head and recover.

5. Organize yourself (organize yourself).

Use your calendar for more long-term time management. Record deadlines for projects or tasks that are part of completing the overall project. Think about which days are better to devote to specific things. For example, you might want to schedule a meeting to discuss cash flow on a day when you know the company's CFO is free.

6. Remove non-essential tasks/activities (remove non-essential tasks).

It is important to remove unnecessary activities or tasks. Determine what is important and what deserves your time. Removing non-essential tasks/activities frees up more time to spend on the really important things.

7. Plan ahead (plan ahead).

Make sure you start each day with a clear idea of what needs to be done – what needs to be done that day. Make it a habit at the end of each working day to write your to-do list for the next working day. That way, you can start working the next morning.

1.2. The current state and main problems of the temporal organization of the managerial activities of the personnel and managers of the enterprise

In today's business environment, time is one of the most valuable resources, and effective time management is becoming a key success factor for businesses and their management personnel.

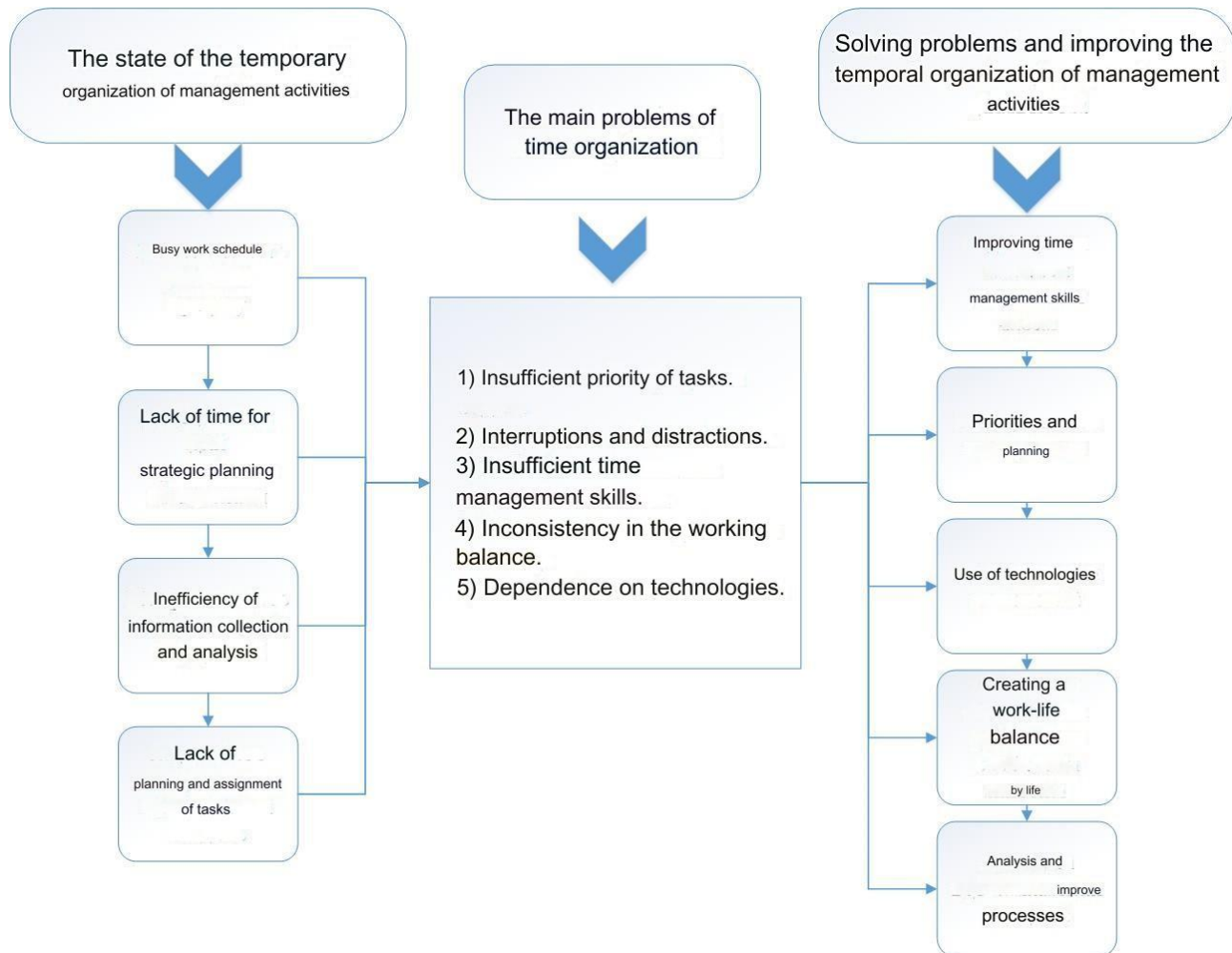


Fig. 1.8. Temporary organization of management activities

Source: developed by the author based on the source [74]

The state of the temporary organization of management activities:

1) Busy work schedule: Many managers and company personnel feel overloaded with work schedules, which can lead to stress and burnout.

2) Lack of time for strategic planning: Managers often have limited time for strategy development and long-term planning due to constant focus on current tasks.

3) Inefficient collection and analysis of information: The increased amount of data and information can lead to problems with their collection and analysis, which complicates the decision-making process.

4) Lack of planning and task assignment: Many employees and managers do not have a clear work plan or task assignment system.

The main problems of temporary organization:

- Insufficient prioritization of tasks: Many employees and managers may spend time on unimportant or urgent tasks instead of higher priority ones.
- Interruptions and distractions: Frequent interruptions, distractions, and ineffective time management can reduce employee productivity.
- Inadequate time management skills: Many employees and managers may lack the necessary time management skills, resulting in wasted time and increased stress.
- Inconsistency in work balance: The lack of balance between work and personal life can lead to the deterioration of the physical and psychological condition of employees.
- Dependence on technology: Modern technology can be a tool to improve time management, but it can also be a distraction and lead to dependence on electronic devices.

To solve these problems and improve the temporal organization of management activities, the following approaches can be considered:

—Improving time management skills: Training employees and managers in effective time management techniques.

—Priorities and planning: Establishing clear priorities and planning tasks to achieve strategic goals.

—Use of technology: Smart use of technology to automate tasks and improve productivity.

—Creating work-life balance: Maintaining work-life balance to reduce stress and burnout.

—Analysis and improvement of processes: Continuous analysis and improvement of business processes to optimize the use of time.

This is just a general overview of the state and problems of the time organization of management activities of personnel and managers. The vast majority of studies indicate the necessity and priority of time planning, which is one of the important stages of its management. Of course, planning helps to better imagine the scope of work and do everything necessary without missing anything.

Planning is also necessary for a manager, because you should not always rely on your memory. It is the written reflection of one's schedule that makes it possible to keep one's finger on the pulse of all current affairs and pay attention to them at the appropriate time.

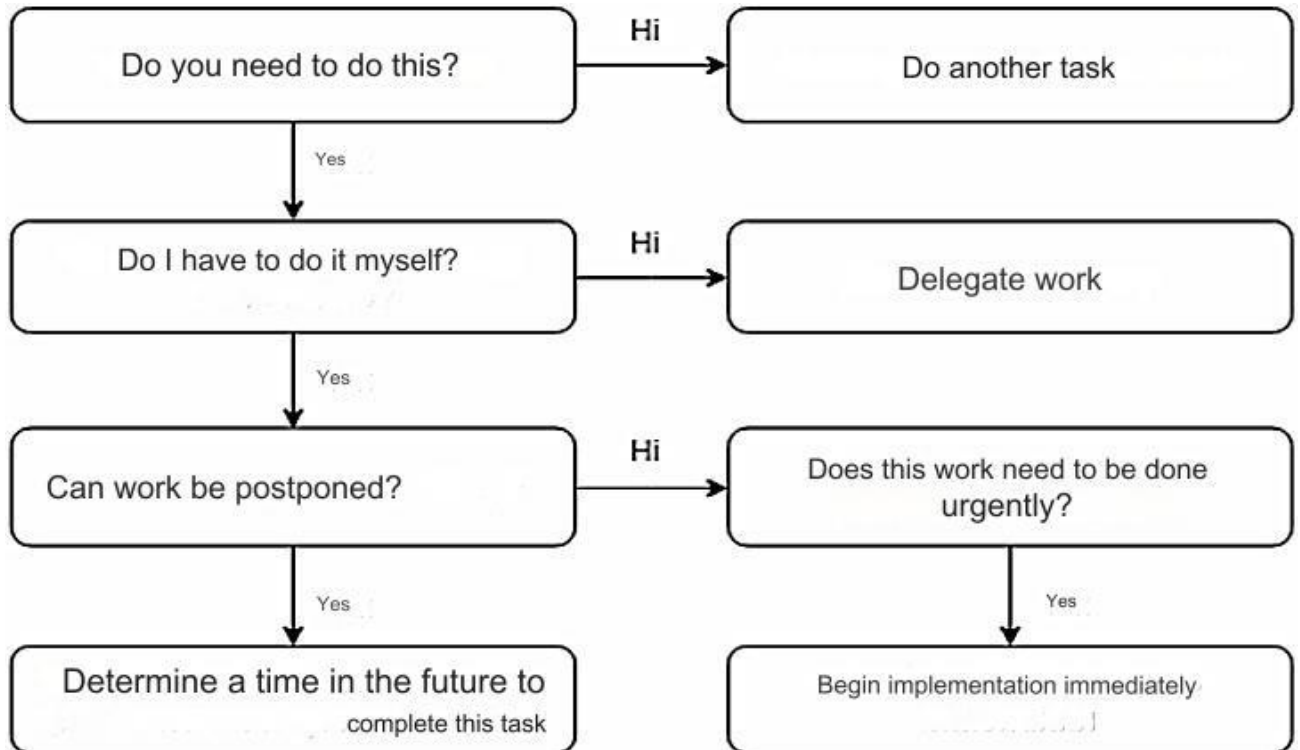
Planning is one of the functions of management, which consists in the fact that the manager finds ways to achieve goals for the entire team and details them. It is the manager who is responsible for the effectiveness of the company's activities, since he organizes his own time and the time of other employees of the team.

Unfortunately, a significant percentage of the manager's practical time is wasted, which is explained by the very nature of managerial activity, which is creative and directly related to relationships with people.

It is worth noting that experienced managers point to the primary need to analyze their time, identifying unproductive losses and reducing them to a

minimum. Planning, as indicated by practitioners, should become the next stage of organization and use of time.

Accordingly, in practice, in order to increase the efficiency of time use and prevent its unproductive losses, it is advisable for the manager to use a certain decision-making algorithm about the order of execution of this or that work (Fig. 1.9).



Rice. 1.9. Algorithm for making a decision on the order of execution of works

Source: [13]

According to the proposed algorithm, before planning and directly starting work, the manager must answer four questions:

1. Is it necessary to do it at all? Unnecessary work, unfortunately, is always a part of our routine. We can't completely rid our lives of it, but we can determine which tasks we can ignore, or spend as little of our precious time on unnecessary things as possible. If a manager spends most of his working day on effective

actions related to unimportant components, he reduces his opportunities to work on what really brings benefits.

The exclusion method works quite effectively at this stage, in accordance with which it is advisable to ask another intermediate question: "What will happen if this is not done at all?" If the answer is: "Nothing will happen", then this type of load can be excluded altogether. [14]

2. Should I do it? Delegation of duties is one of the components of the manager's work. Saying: "If you want to do something well, do it yourself!" - has lost its relevance today. If the manager believes that there is no one among the company's personnel to whom it is possible to transfer at least part of his work precisely because of their incompetence, then the question arises about the compliance of the personnel policy with the real requirements of the organization. Failure to delegate authority leads to excessive workload and manager burnout. According to H. Arkhangel'skiy, the manager's effectiveness depends on 30% of his personal organization, and the remaining 70% - on correctly delegated powers.

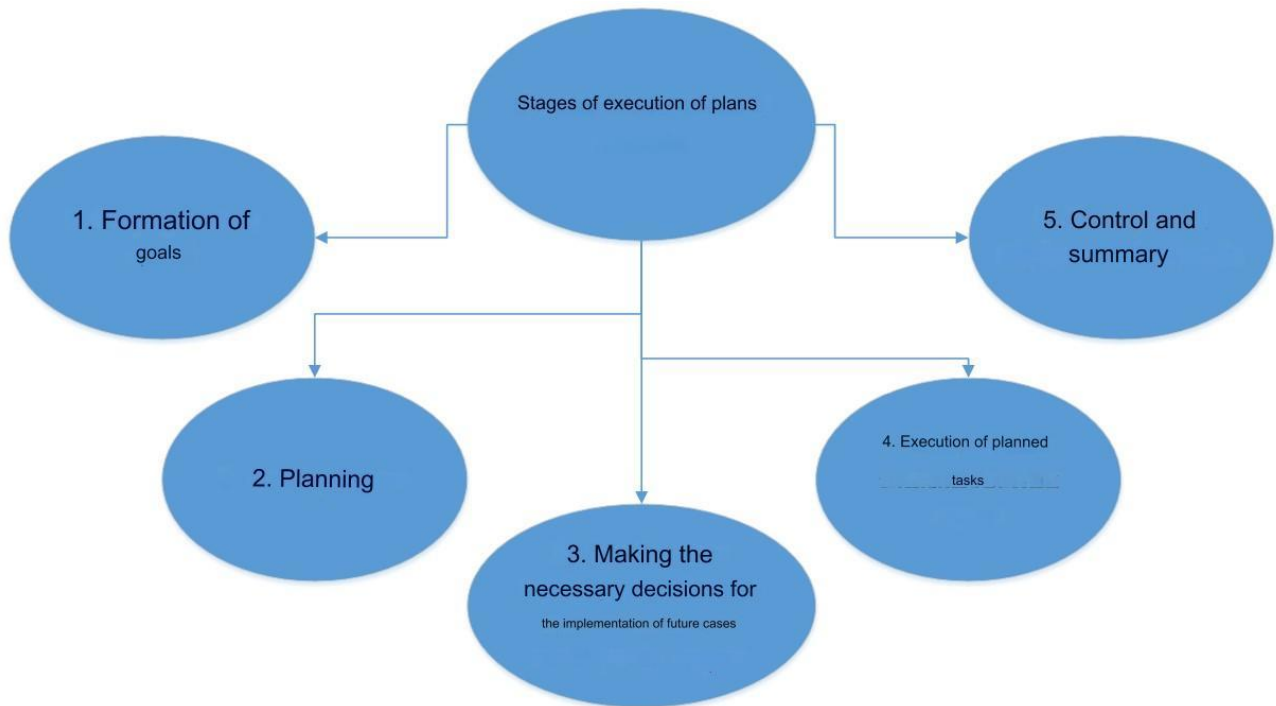
3. Can the work be postponed? There is no point in chaotically engaging in labor activities. Each case has its own time limits, which must be observed. You should realistically set deadlines for the work, indicating which work should be started immediately and which is not urgent.

4. Should I perform it urgently? If the work must be done immediately, then it becomes the central object of the manager's attention, to which he directs all his resources.

This approach to organizing time allows you to identify areas of unproductive time loss and minimize them, increasing the efficiency of the manager's work as a whole.

Accordingly, having decided on the priority of performing this or that work, it is expedient to proceed to its planning and the implementation of relevant actions.

According to time management, there are the following stages of execution of plans.



Rice. 1.10. Stages of execution of plans

Source: developed by the author based on the source [15]

1. Formation of goals. This stage is the most responsible, as it determines the effectiveness of the final results. The direction of further work depends on a correctly set goal, which must be formulated clearly and concretely.

2. Planning. Systematic planning is the key to efficient time allocation. Jotting down the plans allows you to understand the amount of work to be done. Working with a to-do list that guides us in the right direction improves productivity by 25% on the first day.

When planning, you need to take into account the importance and urgency of the matter. In addition, a list of tasks helps to better orient oneself in time. In addition, adding new tasks to the list and crossing off the ones already done is a visible result of productivity, which motivates and adds enthusiasm to work.

However, there is also a negative side of making a to-do list - not taking into account the time for completion. In order to eliminate this shortcoming, one should estimate how much time is actually needed to complete this or that task, which gives clarity and a sense of control over one's time.

3. Making the necessary decisions for the implementation of future cases. Before starting work, conflicting issues may arise, and in order to be as focused as possible on the implementation of the planned, certain decisions should be made in advance that will allow you to work more efficiently.

4. Execution of planned tasks. The process of domination is carried out precisely for the purpose of realizing ideas. That is why, after the formation of goals and decision-making, the stage of implementation of plans comes.

5. Control and summary. At this stage, the work performed is evaluated and, if necessary, certain adjustments are made.

Due to the fact that each person has his own characteristics, there is a need to develop an individual time management technology taking into account the following mechanisms[16]:

- biological clock, which determines the part of the day when a person is most active;

- intellectual engineering, which is understood as the use of knowledge about human potential and the dominant hemisphere of the brain;

- a psychological clock, in which the psychological time perspective is singled out, which includes the psychological present, past and future and the perception of time as a process of forming the psychological present;

- the style of human behavior, which reflects the moral and ethical norms of an individual and determines his behavior in various life situations.

In order to control one's own time, various methods of time management are used in practice. There is a fairly wide list of methods and technologies for

effective organization and time management, which differ in that they consider the work process from different angles.



Rice. 1.11. Time management methods

Source: developed by the author based on the source [16]

1) The Pareto principle or the 80:20 principle.

He claims that 20% of the effort brings 80% of the result and vice versa. It is worth noting that this proportion between causes and consequences can vary slightly, for example 85% and 15%.

It helps the employee to determine which work he gets the most return from, so that in the future he can direct more effort to its performance.[17]

2) The method of accelerated analysis according to the Eisenhower principle.

This method consists in the correct setting of priorities. We often face the fact that we cannot decide where to start, which task to do first. In this case, it is necessary to use the Eisenhower matrix.

Table 1.2.

The Eisenhower matrix

Importance \ Urgency	Urgently	Not urgent
Importantly	make	to plan
It doesn't matter	delegate	remove

Source: developed by the author from the source[75]

The matrix has four values:

1. It is important and urgent to do
2. It is important - not urgent - to plan
3. Unimportant-urgent - delegate
4. It is not important - not urgent - delete

The first value includes tasks with a due date. For example, fulfilling a client's request, performing work from a manager. These types of tasks are both important and urgent because they have a deadline, so they need to be done first.

The second value can include cases that do not have a deadline, but they certainly affect success. It may be learning a new foreign language, reading a book. They are important, but since they do not have a deadline, it is not necessary to do them right now.

The third meaning includes matters that are not particularly important, but need to be done. It can be a work routine. For example, clean up near the workplace, make work more pleasant and atmospheric. Such tasks should be done, but later, in order to allocate time for matters from the previous two values.

And finally the fourth meaning. It includes all actions that do not have any importance or urgency: scroll through the feed on Instagram or Facebook, or listen to music. It is better to remove the listed cases from the list altogether, or at least to include them in the list.

3) Rule "6P".

Good → Previous → Planning → Warns → Bad → Indicators

A complex list of cases gives us a clearer understanding of the amount of work that needs to be done and allows us to determine the final result from it.

4) Doing things.

A technique that places special emphasis on recording current and future affairs, filtering daily information that has an impact on the personal calendar.

Not only the most important matters are noted, but also small current ones with the aim of not overloading the brain with unnecessary information that must always be scrolled through in the head. [18]

5) Personal effective program.

A system of methods aimed at organizing work information. The basis is a set of principles that optimize work methods.

It is important to develop certain useful habits among employees, because this is a key factor in fruitful activity.

6) Competent planning for tomorrow.

This method is perfect for those who find it difficult to get up early. You should make a plan for tomorrow to estimate the workload of the day. In the morning, in a hurry, our brain can miss a task or even several, because the work mode has not yet fully started. Both personal and work matters can be planned from the evening.

7) Deadlines.

Deadline - the deadline for completing the task. Set yourself deadlines, because they are what motivate you to work faster. Researchers claim that even

deadlines help to get things done. Unfortunately, they work worse than deadlines set by someone: a boss, a supervisor, a relative. To implement self-imposed deadlines, you need good self-organization.

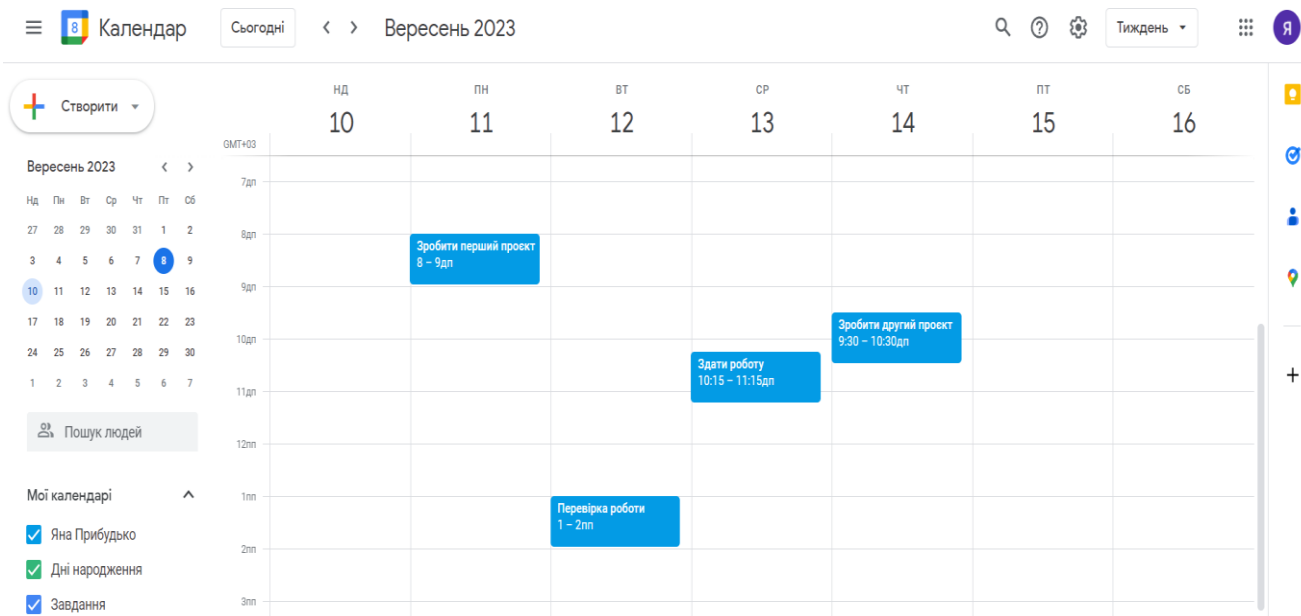


Fig. 1.12. Google calendar

Source: developed by the author based on the source [18]

For convenience, you can create a list of tasks for the day. There are many applications for effective and competent planning, but most of them are paid. Fortunately, Google provides us with its free Google Calendar planner. Here you can create plans for each day and set reminders for each item on the list. Both Android and iOS owners can install this app. Google Calendar is also available for Windows. Thus, work will become clearer and more productive.

The application of these methods will have a positive effect on the organization of the work process, however, even using effective time management methods, it is not always possible to notice the results. It is necessary to single out the main problems faced by managers when implementing the principles of time management in professional activities (Table 1.3).

Table 1.3.

Problems that prevent a manager from effectively using his own time

Problems faced by managers when implementing the principles of time management	Solutions
<p>Absence of specific terms. An employee may not find time to perform a certain task if he thinks that he will perform it in his free time. The fact is that free time is always occupied with something, and therefore, when you need to do something really important, you need to allocate a special interval for it.</p>	<p>Establishing real deadlines for work. It is known that the implementation of the task will take all the time allocated for it, so there is no need to stretch it, but really evaluate your capabilities, minimizing time costs.</p>
<p>Inconsistency of goals. Setting unrealistic goals can demotivate an employee.</p>	<p>If there is a global goal, it will be appropriate to draw small steps to achieve it, and their implementation will encourage movement in this direction. The manager must assess the true state of his affairs and, based on this data, set goals that he can achieve in the future.</p>
<p>Sometimes we have to do things we don't want to do. In professional activities, one sometimes has to face the lack of desire to perform certain duties.</p>	<p>In this case, a great role is played by a sense of responsibility and self-motivation</p>
<p>Failure to indicate the importance of the matter. Even when making a list of the necessary tasks and crossing off the ones that have already been done, the most important and urgent tasks may remain unfulfilled.</p>	<p>In order not to miss important matters, it is recommended that when compiling the list, highlight the most significant and urgent tasks that should be performed first.</p>
<p>Putting off unpleasant things for the future. It</p>	<p>It is better to immediately tackle such matters</p>

happens that the manager is forced to do unpleasant work and therefore delays the time of its execution as much as possible, thereby being under stress all this time.	in order to avoid nervous tension and quickly get rid of tasks that cause discomfort for one reason or another.
Lack of mode. The routine of the day is one of the components of self-control, it determines how productive the day will be.	Construction of a daily schedule convenient for the manager, in which the time period dedicated to work and time for recovery will be specified.
Time-consuming decisions are unnecessary. The more the manager focuses on insignificant things, the less he concentrates on those that are really important.	Minimization of insignificant decisions and automatism in the execution of daily routine.
"Time wasters" are things that an employee wastes all his time on. Social networks, phone calls, and other distractions can be singled out among them.	In order to avoid wasting time, it is worth analyzing the entire work process and further organizing it in such a way as to minimize the influence of factors that distract from the intended work or do not allow you to concentrate on it.

Source:[76]

It is worth noting that there are no universal systems for arranging affairs and organizing one's time. In practice, it is necessary to apply various methods of time management in their relationship and independently choose those methods that allow taking into account individual characteristics and are the most effective for a specific person, team as a whole.

1.3. Analysis of factors affecting the effectiveness of the use of staff working time and foreign methods of effective time management

Analysis of factors affecting the efficiency of the use of staff working time and foreign methods of effective time management is an important task for achieving success in modern business and organizations. Effective time

management contributes to increasing productivity, reducing stress and burnout, and achieving greater job satisfaction. Let's consider in more detail the factors that affect the effectiveness of using a working supersonal. [19]

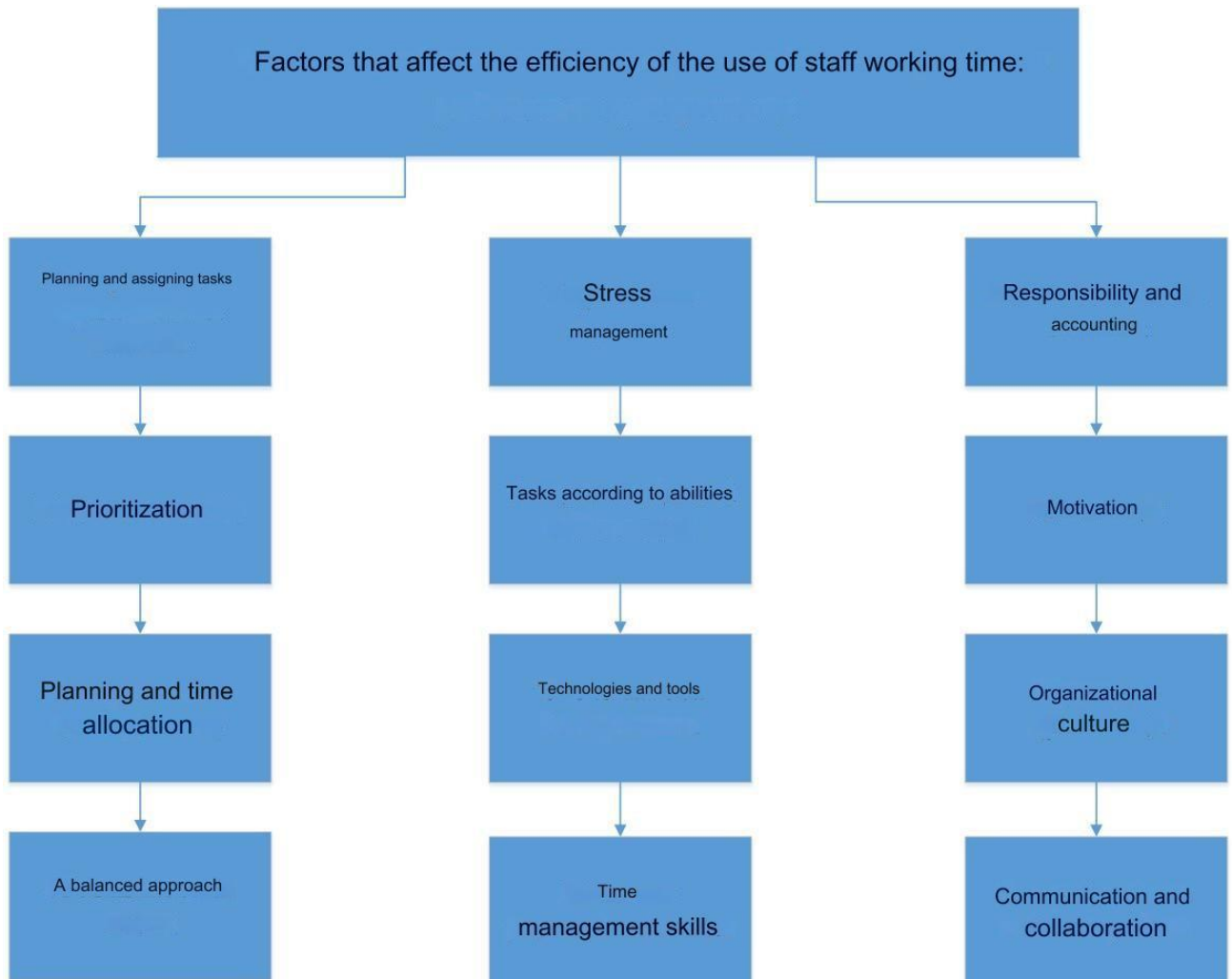


Fig. 1.13. Factors that affect the efficiency of the use of staff working time

Source: developed by the author based on the source [19]

1) Planning and assignment of tasks:

- Scheduling tasks is a key aspect of effective time management. Staff must determine which tasks need to be completed and allocate them to specific time periods.

- It is important to consider different types of tasks, such as urgent, long-term, strategic, and consider them in planning.

2) Prioritization:

- Staff must be able to determine which tasks have the highest priority. This helps to avoid wasting time on non-essential tasks.

- Using a priority matrix, such as the Eisenhower matrix, can help determine the importance and timing of tasks.

3) Planning and time allocation:

- Establishing clear schedules and working hours helps to divide the working day efficiently.

- Finding the optimal intervals for completing tasks, according to your own biological rhythms, can improve productivity.

4) A balanced approach:

Overworking without rest can lead to burnout and impair productivity. It is important to make time for rest and recovery.

5) Stress management:

Stress can cause a loss of productivity. Using stress management techniques such as meditation, exercise, or relaxation techniques can help maintain focus and productivity.

6) Tasks according to abilities:

Staff should be able to do what they do best. Tasks that match the skills and abilities of employees are usually completed faster and more efficiently.

7) Technologies and tools:

Using modern programs and tools to manage tasks, calendars and communication can improve productivity and reduce time consumption.

8) Time management skills:

Developing time management skills such as planning, prioritizing and managing stress can improve productivity.

9) Responsibility and accounting:

Time tracking and task accountability can help identify inefficiencies and make corrections.

10) Motivation:

Motivation plays an important role in the use of working time. Intrinsic and extrinsic motivation can support performance and help achieve goals.

11) Organizational culture:

Organizational culture can influence staff attitudes toward time management. Supporting and encouraging effective time management can help improve productivity.

12) Communication and collaboration:

Effective communication and collaboration within an organization can help reduce time spent on excessive meetings and correspondence.

These factors interact with each other and can be individually adapted depending on the specifics of the organization and the personal needs of the staff. It is important to consider these aspects and work on them to achieve greater efficiency in time management. [20]

Given the importance of the topic, let's consider in detail the external and internal factors that affect the efficiency of the use of staff working time:



Fig. 1.14. External factors affecting the efficiency of working time

Source: developed by the author based on the source [21]

1) Organizational culture and company politics: Organizational culture and company politics can create or hinder effective time management. For example, companies that support open communication and collaboration can facilitate the effective sharing of ideas and tasks.

2) Volume of work and tasks: The number of tasks and the amount of work that needs to be done can greatly affect productivity. Overloading can lead to stress and wasting time on unimportant tasks.

3) Leadership and Management: The way management organizes the work process and supports the accomplishment of tasks matters. Support from management in implementing effective time management techniques can be helpful.

4) Technology and infrastructure: Having tools for task management, effective communication and collaboration can make it easier to organize your work time.

High quality information and communication infrastructure can contribute to productivity.

5) Tasks set by the company: organizational goals, tasks and priorities set by the company can affect the allocation of employees' working hours. If the company focuses on certain tasks or projects, it may require more attention and time.

6) External distractions: A variety of external factors such as phone calls, emails, social media and other distractions can affect workers' concentration and productivity. Being able to manage these distractions is important to staying productive.

7) Family and Personal Responsibilities: Family matters and personal responsibilities may demand an employee's time and attention, affecting their work productivity. An employee's work schedule can be disrupted by unforeseen personal circumstances.

8) Communication and collaboration: Communication and collaboration with colleagues and the team can affect the use of time. Effective communication and collaboration techniques can improve productivity.

Understanding these external factors and developing strategies to better manage them will help improve the efficiency of the organization's use of working time. Managing these factors can include creating more efficient workflows, setting priorities, and incorporating tools into the workflow that simplify tasks.

[21]

Given the importance of internal factors for effective use of staff working time, let's take a closer look at their important aspects.

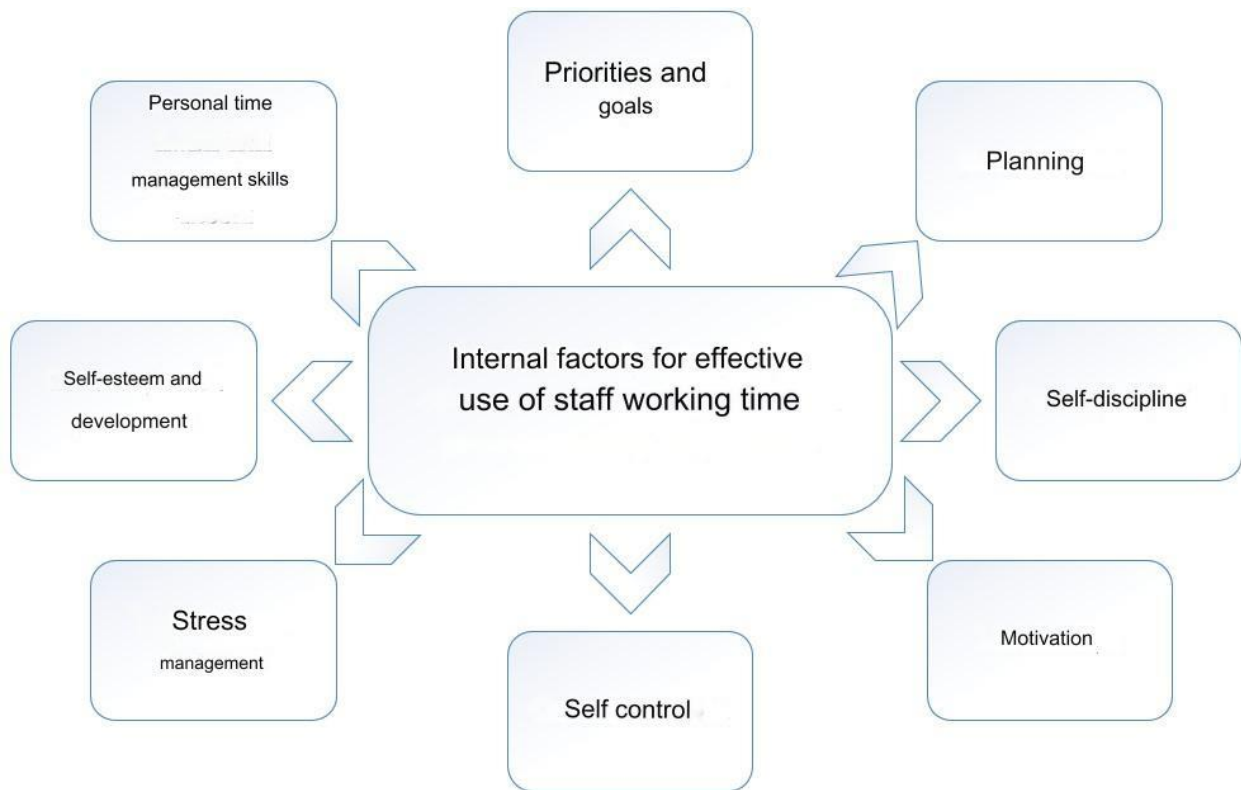


Fig. 1.15. Internal factors for effective use of staff working hours

Source: developed by the author based on the source [22]

1) Personal time management skills: basic time management skills include planning, prioritizing tasks, setting goals and strategies for achieving them. Professional development of these skills can improve time efficiency.

2) Priorities and goals: The ability to determine which tasks are most important and have the highest priority helps you focus on the important and avoid distractions on unimportant tasks.

3) Planning: It is important to develop a plan of action for the day, week or month. This will help to rationally allocate time between various tasks and avoid unexpected stress.

4) Self-discipline: the ability to control yourself and stick to a work schedule helps you avoid distractions and wasting time on non-essential matters.

5) Motivation: Motivated employees tend to use their working time more efficiently. Intrinsic motivation, which is based on personal goals and ambitions, can stimulate productive work.

6) Self-control: The ability to control your attention and behave productively in the face of distractions and pressure is important for successful time management.

7) Stress management: Tasks and deadlines can lead to stress. Stress management skills such as relaxation and breathing exercises can help maintain productivity.

8) Self-evaluation and development: Employees who constantly analyze their performance and look for ways to improve it have a greater potential to use their time effectively.

These internal factors can be developed and improved through education, training and self-observation. Understanding one's own time management strengths and weaknesses will help employees achieve greater productivity and a greater work-life balance. [22]

In addition to the above and well known to all employees, there are a number of foreign methods of time management. Let's pay attention to a more detailed description of some foreign methods of effective time management.

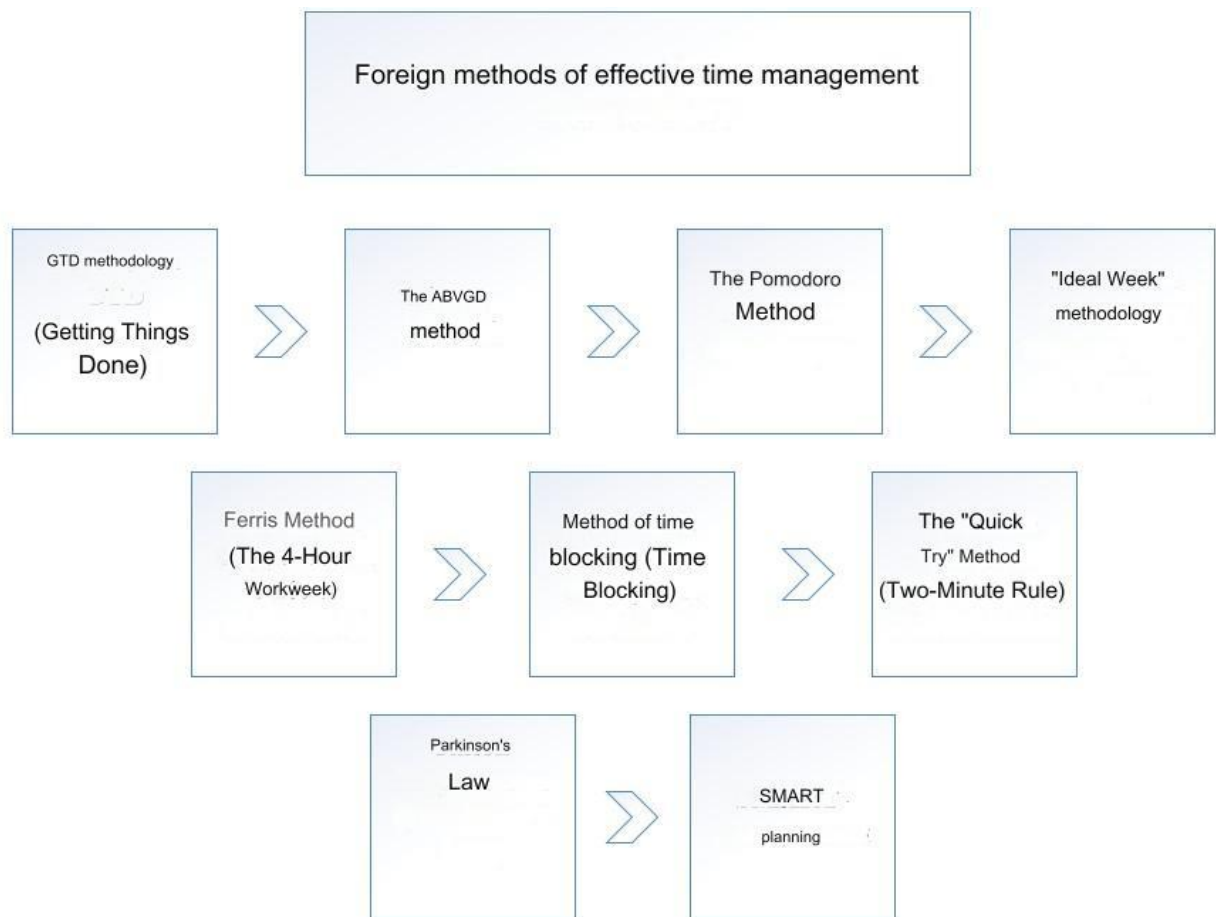


Fig. 1.16. Foreign methods of effective time management

Source: developed by the author based on the source [77]

1) GTD (Getting Things Done) methodology:

The essence of the methodology: Developed by D. Allen and involves the implementation of five steps. The main idea of GTD is to transfer all tasks and ideas from your mind to an external system (for example, a list of tasks, folders for projects). Then you prioritize and categorize them by context and term. [78]

Key stages:

- Gathering or making a list of all planned tasks or tasks.
- Clarification or detailing of planned affairs or tasks.
- Organization of execution of planned affairs or tasks with determination of place, time and other conditions.
- Regular review of planned tasks or tasks.

- Execution of planned tasks or tasks according to the plan.

2) ABVGD method:

It consists in placing things in order of priority, it is an effective way of planning for any period, both for each day and for a week, month or year, where:

A - the most important tasks, the failure of which will lead to serious consequences;

B – tasks, the consequences of the fulfillment or non-fulfillment of which are rather mild;

B – this includes things that would be good to do, but from which no consequences should be expected, regardless of whether it is done or not;

D - tasks that a civil servant can delegate to someone else, but one should not make a mistake and not entrust others with everything they can, freeing up time for the performance of type "A" tasks;

D is work that can be completely removed from the to-do list. This may be work that has lost its relevance.

The key to the effectiveness of this method is compliance with the rule that you can never proceed to the execution of tasks under the next letter, unless all the tasks under the previous letter have been completed. [79]

3) The Pomodoro technique "Tomato":

The essence of the technique: The working day is divided into intervals, usually 25 minutes, followed by a short break. After several such cycles of work, rest with a longer break.

Task: Set a timer for 25 minutes and focus on work during that time. After each Pomodoro (interval), take a short break.[80]

4) The "Ideal Week" method (IdealWeek):

The gist of the technique: Create an ideal schedule for your week, in which time is determined for different types of work and activities, including work, rest, physical activity, study, and more.

Task: Try to stick to this schedule for a week, adapting it as needed. This will help balance work and personal time.[81]

5) Ferris method (The 4-Hour Workweek):

The essence of the technique: The author Timothy Ferris suggests looking for ways to automate and delegate tasks in order to reduce working time as much as possible and focus on important matters.

Tasks: Consider your daily tasks and practices and think about which ones can be optimized or delegated. [82]

6) Method of time blocking (Time Blocking):

Developed by I. Musk. The basis of time planning by this method is the division of the sheet into two columns. On the left, blocks of time for performing planned tasks and a time buffer for adjusting time are defined, on the right - planned tasks. This approach helps to maintain focus and plan time. [23]

7) The "Quick Try" method (Two-Minute Rule):

According to this methodology, if a task can be completed in two minutes or less, then it should be completed immediately without delay. [83]

8) Parkinson's Law (Parkinson's Law):

It provides for limiting the scheduled time for performing tasks, which encourages employees to use working time more efficiently and productively. During the planning of working hours according to this method, the duration of work can be reduced by two times, thereby motivating to complete tasks faster.[84]

9) SMART planning:

It involves setting all goals according to SMART planning criteria. SMART is an acronym known to managers, which is formed by the first letters and provides a justification for the answer to a set of typical questions asked (Table 1.4). [24]

SMART planning includes strategic, tactical and ongoing planning. Work time planning software includes a large number of computer software and mobile applications for time planning and performing additional management functions.

According to international experts, the best working time planning software has been determined (Table 1.5).

Table 1.4.

Features of SMART planning

Abbreviation	Essence	Question
S (Specific)	specificity of goals	What exactly do you want to achieve? Who is involved in achieving this goal, and who will it affect? Where do you plan to achieve this goal? Why is this goal so important to you? When do you want to achieve this goal?
M (Measurable)	measurability of goals	What level of result do you want to achieve? How do you know when you've reached your goal? What are the criteria for measuring progress?
A (Attainable)	achievement of goals	–
R (Relevant)	realistic goals	Is the goal worth the effort? Is it a good time to start working towards a goal? Does it align with other goals you are working on or trying to achieve?
T (Time-Bound)	time limitation of goals	When do I want to achieve this goal? Where do I want to be in a year? What can I achieve in two months? What can I do today to achieve my goal?

Source: [24]

The main functional task of time management software is to help in planning and monitoring the execution of scheduled tasks, monitoring the efficiency of the use of working time, generating invoices for the payment of time worked, and tracking the time spent on various websites and social networks.

Table 1.5.

Time planning and management software

Name	Basic functionality	Additional functionality
Scoro	<ul style="list-style-type: none"> – tracking of actually worked time and time that is subject to payment, - recalculation of hours in the invoice 	<ul style="list-style-type: none"> – extensive management of projects, tasks and clients, - reporting on work, sales results, budgets, etc
ActiveCollab	<ul style="list-style-type: none"> – planning work with several users and deadlines, – a chronic schedule of working time planning, – time tracking and sending invoices 	<ul style="list-style-type: none"> – commenting on tasks and mentioning colleagues, – the team's common calendar for collaboration
ProofHub	<ul style="list-style-type: none"> – online time planning checks of both individual managers and teams, – visual representation of projects using diagrams, 	mobile application for Android and iOS users
Clarizen	<ul style="list-style-type: none"> – an unlimited number of tasks for planning time and tasks, – automated and repeatable processes for notification of planned events 	- tracking budgets and managing enterprise costs
Harvest	<ul style="list-style-type: none"> – creation of estimates and invoices based on time worked, – real-time reports on planned and spent time for planned activities 	<ul style="list-style-type: none"> – time tracking from any browser, Mac, iPhone or Android, – time tracking integration with most project management tools
Toggl	<ul style="list-style-type: none"> – an unlimited number of projects and subprojects for accurate tracking of the planned time 	<ul style="list-style-type: none"> – online and offline time tracking, – easily integrates with other programs such as Trello, Scoro
Replicon	<ul style="list-style-type: none"> – tracking working hours and creating a report card, - analysis of the use of works. time 	– project budgeting and cost management
Timecamp	- tracking paid and unpaid working hours	<ul style="list-style-type: none"> - budgeting in terms of money and time, - availability of a mobile application

Bill4Time	<ul style="list-style-type: none"> – tracking paid and unpaid working hours, – daily, weekly and monthly work summaries 	<ul style="list-style-type: none"> - extended reporting on payroll accounting, projects, etc
Nutcache	<ul style="list-style-type: none"> – tracking working hours and invoicing 	<ul style="list-style-type: none"> – linking projects and ready-made tasks to clients, – cost management

Source: [25]

The modern stage of time management development offers a sufficient number of different methods of effective use of working time in order to organize time at any level: personal, team, corporate, so that everyone can choose the one that suits him in each specific situation.

That is, the key to achieving successful time management is a competent combination of various technologies and time management methods. It is important not to forget that the use of time management techniques is not an end in itself, the main goal of their application is to increase the efficiency and productivity of the work process.

CONCLUSIONS TO CHAPTER 1

In modern conditions of the highest competitiveness, the entities that have created their own time dimension, unattainable for competitors, are successful. In addition, the competitiveness of the workforce today is determined by achieving a balance between working time and time allocated for personal life, rest, and self-development.

The time management mechanism should take into account the principles of non-linearity of the time resource and self-organization of personnel.

It is appropriate to supplement the system of individual, professional and corporate time management with team time management techniques, which, in combination with technologies, will make it possible to speed up the process of creating a team of professionals capable of solving non-standard tasks in conditions of time shortage.

Prospects for further research are the need to study the advantages and disadvantages of introducing working hours at enterprises in the context of ensuring decent work for every individual.

Time management is one of the primary tools that a manager uses in his activities.

Time management methods, which are established for the purpose of organizing working hours, are effective if the relevant principles are systematically followed, the use of which helps the manager to successfully perform his tasks and rationally distribute his time in such a way as to do everything on time.

It should be emphasized that the effectiveness of the mentioned methods will be manifested only if the manager is consciously focused on work, motivated and ready to decisively solve emerging problems. Since the professionalism of the manager directly affects the organization of the work of the entire enterprise, an integral and important part of his professional activity and development is self-management as a constant improvement of his skills and effective use of time.

The temporary organization of management activities of personnel and managers is critically important for the success of the enterprise in modern conditions. Understanding the current state and underlying problems is the first step in developing strategies and solutions aimed at improving time management and increasing productivity. Effective time management becomes a competitive advantage and helps to achieve greater success in the market.

Thus, in order to ensure the efficiency of the manager's individual work, his personal development in conditions of instability of the external and internal environment, when making management decisions, it is advisable to use the manager's working time planning.

The tasks of the manager's working time planning are optimization of the decision-making procedure and their coordination with working time plans; ensuring the delegation of tasks in accordance with the working time plans of the manager and his subordinates, setting personal development goals with an indication of the duration and steps of their implementation, motivating the effective use of working time and saving it, etc.

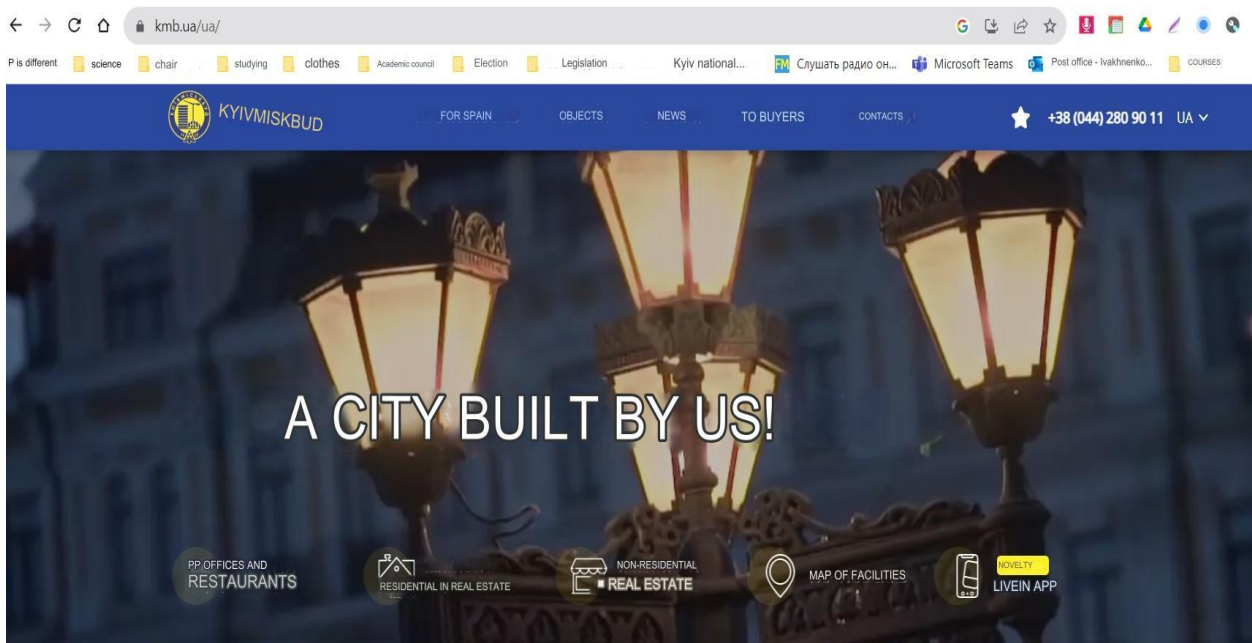
Ensuring the effectiveness of the individual work of the manager is possible in the conditions of creating an integrated system of working time plans, which requires the use of effective tools and methods of working time planning.

SECTION 2 FEATURES OF THE USE OF TIME MANAGEMENT TECHNOLOGIES IN THE ORGANIZATIONAL ENVIRONMENT OF A CONSTRUCTION ENTERPRISE

2.1.Strategies for planning and time management in the activities of the personnel of PJSC "HC Kyivmiskbud"

For the successful operation of the organization as a subject of market relations, the enterprise itself must determine strategic goals and tactical tasks that ensure the achievement of the intended. Strategic planning can help in this management of the firm.

Holding company "Kyivmiskbud" is one of the leaders of the construction industry of Ukraine. The structure of the holding includes more than 100 enterprises of various profiles, which employ more than 30,000 qualified employees — from specialists in construction specialties to managers. [86]



Rice. 2.1. Site of PJSC "HC "Kyivmiskbud"(https://kmb.ua/ua/)

The history of the company begins in 1955 with the creation of the main department of housing and civil construction under the Kyiv City Executive Committee on the basis of specialized enterprises of the city of Kyiv. The purpose of the creation of "Holovkiivmiskbud" was to increase the volume of residential and civil construction in the capital of Ukraine, and to introduce industrial methods of housing construction.

Already in the first years of operation, the volume of construction of "Holovkiivmiskbud" several times exceeded the volume performed by the organizations that were part of it, and ten years later it increased almost 30 times.

The creation of house-building factories made it possible to start multi-panel house construction in Kyiv, which greatly improved the living conditions of Kyiv residents. The first 5-story panel building was erected on Druzhba Narodiv Boulevard in 1958.

"Kyivmiskbud" workers built the vast majority of unique objects that decorate the city: hotels "Slavutych", "Lybid", "Sport", "Khreshchatyk", "Salyut", "Kozatskyi", universities, industrial facilities and buildings, laboratory buildings and many other objects.

The reconstructed objects - the Palace of Culture "Ukraine" became the pride of Kyiv City builders. This list is complemented by built multi-functional transport intersections on several levels - along O. Teliga Street and Sevastopolska Square. The construction of the Southern Railway Station, which was built by "Kyivmiskbud" in 158 days, definitely became the beauty of Kyiv. In terms of construction, this is definitely a record.[87]

An important competitive advantage of the company is its constant development and improvement of business processes.



Rice. 2.2. PJSC HC "Kyivmiskbud" ZhK - "Medovy-2"
(<https://kmb.ua/ua/objects/zhk-medovyj-2>)



Rice. 2.3. PJSC "HC "Kyivmiskbud" Residential complex - "Italian Quarter - 2"

(<https://kmb.ua/ua/objects/zhk-italyanskij-kvartal-2>)



Rice. 2.4. PJSC HC "Kyivmiskbud" ZhK - StarCity
(<https://kmb.ua/ua/objects/zhk-ul-kaunaskaya-27>)

The company is engaged in effective construction and development activities.

Real estate development is a business activity aimed at creating or improving, improving a real estate object to increase its value and further sale or rent. "Kyivmiskbud" operates mainly in the city of Kyiv in the segment of economy and comfort-class residential real estate.

PJSC HC "Kyivmiskbud" operates profitably (Table 2.1), but in 2021 the amount of net profit decreased from UAH 98,803,000. to UAH 71,231 thousand, or by UAH -27,572 thousand. (by -27.91%).

Table 2.1.

Dynamics of financial results of PJSC "HC Kyivmiskbud", thousand UAH.

Article	Line code	2020	2021	Abs. increase, thousand hryvnias	Growth rate, %
Net income from the implementation of works	2000	2967128	3125808	158680	5.35
Cost of completed works	2050	-2684452	-2857359	-172907	6.44
Gross: profit	2090	282676	268449	-14227	-5.03
Other operating income	2120	95669	61264	-34405	-35.96
Administrative costs	2130	-108241	-108412	-171	0.16
Sales expenses	2150	-55268	-67687	-12419	22.47
Other operating expenses	2180	-95633	-69867	25766	-26.94
Financial result from operating activities: profit	2190	119203	83747	-35456	-29.74
Income from equity participation	2200	90	240	150	166.67
Other financial income	2220	217	545	328	151.15
Other income	2240	137	72	-65	-47.45
Other expenses	2270	0	-2439	-2439	
Financial result before taxation: profit	2290	119647	82165	-37482	-31.33
Income tax expenses	2300	-20844	-10934	9910	-47.54
Net financial result: profit	2350	98803	71231	-27572	-27.91

Source: [88]

Liabilities of PJSC HC "Kyivmiskbud" consist of short-term and long-term (Table 2.2). During 2019-2022, the value of liabilities increased from UAH 6,231,014 thousand. to UAH 12,167,612 thousand, or by 95.27%.

At the same time, the value of long-term liabilities increased significantly - from UAH 864,350,000. to UAH 8,147,536 thousand, or by 842.62%. The value of

short-term liabilities decreased from UAH 3,815,143,000. up to UAH 2494834 thousand, or UAH 1320309 thousand. (34.61%).

Table 2.2.

Dynamics of obligations of PJSC "HC Kyvmiskbud"

Indicator	Line code	01.01. 2019	01.01. 2020	01.01. 2021	01.01. 2022	Abs. increase, thousand hryvnias	Growth rate, %
II. Long-term obligations and security							
Deferred tax liabilities	1500	3729	378	10178	10779	7050	189.06
Long-term bank loans	1510	243917	92917	50826	125000	-118917	-48.75
Other long-term liabilities	1515	515639	1265565	5014012	8011757	7496118	1453.75
Long-term provisions	1520	101065	322144			-101065	-100.00
All according to section II	1595	864350	1681004	5075016	8147536	7283186	842.62
III. Current liabilities and collateral							
Short-term bank loans	1600	43083	187524	249174	5000	-38083	-88.39
Current accounts payable: for long-term liabilities	1610	0	0	6257	5554	5554	
for goods, works, services	1615	400710	365051	597873	390997	-9713	-2.42
according to calculations with the budget	1620	2323	1979	3167	4023	1700	73.18
including income tax	1621	20	914	1796	2236	2216	11080.00
according to insurance calculations	1625	33	29	520	901	868	2630.30
according to salary calculations	1630	176	237	2207	3725	3549	2019.48
for advances received	1635	3182940	3047655	2292559	2056398	-1126542	-35.39
Current provisions	1660	146921	104442	245499	16022	-130899	-89.09
Other current liabilities	1690	38957	40633	12721	12214	-26743	-68.65
All according to section III	1695	3815143	3747550	3409977	2494834	-1320309	-34.61
Balance	1900	6231014	7017967	10100657	12167612	5936598	95.27

Source: [89]

Strategic planning is a special type of practical activity of people - planning work, which consists in the development of strategic decisions (in the form of forecasts, draft programs and plans), which provide for the promotion of such goals and strategies for the behavior of the relevant management objects, the implementation of which ensures their effective functioning in the long term, quick adaptation to changing conditions of the external environment. [26]

The main procedures of strategic planning:

- Strategic forecasting (strategic forecast).
- Strategic programming (strategic program).
- Strategic planning (strategic project/plan).

During strategic planning, the forecasting system must solve issues related to the assessment of the main trends of the organization's development, the degree of influence of internal and external environmental factors. In the conditions of a market economy, an important factor determining the development of enterprises is the economic forecast, which is considered as a unity of normative, scenario and genetic forecasts.

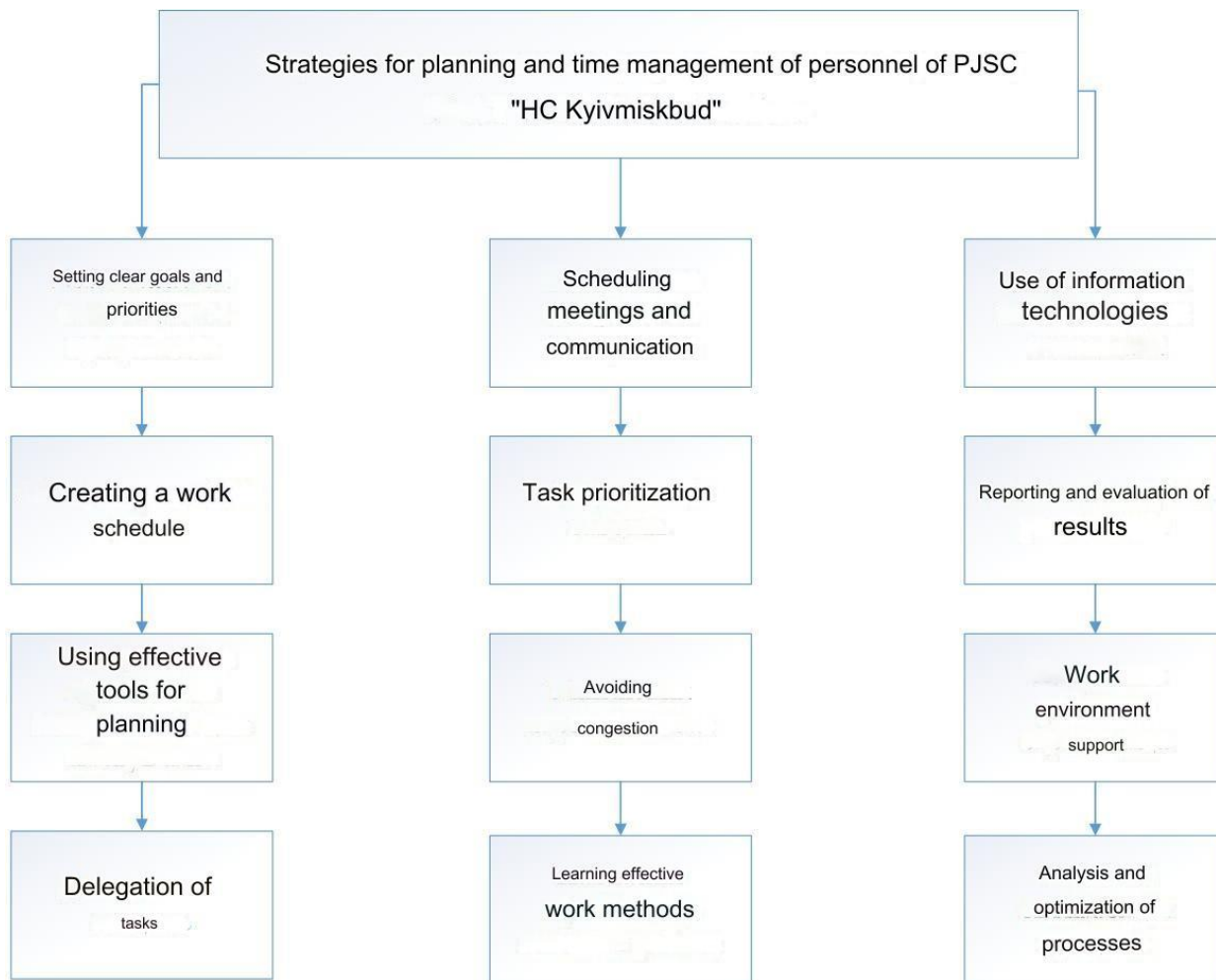
Strategic programming is considered as a system of economic, production, organizational and technical measures aimed at developing strategies of economic systems and directions of activities of organizations. The main functions of strategic programs include:

- strengthening the target orientation of planned calculations;
- formation of a set of measures not based on individual characteristics, but on the basis of the problem to be solved;
- change in rates and proportions of development (ensuring structural shifts) of the economy.

Projecting is the final procedure of strategic planning. Its purpose is to develop projects of strategic plans of all levels and time horizons.

A project of a strategic plan is a project of a management decision for the implementation of the company's strategy. [27]

Strategies of planning and time management in the activities of the personnel of PJSC "HC Kyivmiskbud" are an important component of the successful functioning of the company. These strategies help ensure effective employee performance and business goals.



Rice. 2.5. Strategies for planning and time management of staff PJSC "HC Kyivmiskbud"

Source: developed by the author based on the source [27]

Let's consider in more detail the strategies of planning and time management of personnel of PJSC "HC Kyivmiskbud":

1) Establishing clear goals and priorities: the staff must have a clear identification of the main tasks and goals of the company. This completes orienting activities towards the achievement of strategic goals.

2) Creating work schedules: It is recommended to create work schedules for staff that take into account time constraints and the specific capabilities of employees.

3) Use effective planning tools: Use calendar programs, tasks, and other tools to identify and track tasks and deadlines.

4) Task delegation: Allocating tasks and responsibilities among employees based on their skills and competencies, allowing for increased productivity.

5) Planning meetings and communication: It is important to plan meetings and communication to avoid wasting time on unproductive communication.

6) Prioritization of tasks: identification of defined and most urgent tasks and their implementation first.

7) Avoiding overload: It is important not to overburden employees with too many tasks at once to avoid stress and reduced work quality.

8) Training in effective working methods: providing staff with opportunities to learn and develop planning and time management skills.

9) Use of information technology: use of software to automate planning and monitoring of tasks.

10) Reporting and evaluation of results: regularly evaluating performance and tracking results to identify opportunities for improvement.

11) Supporting the working environment: creating comfortable conditions for workers, which contributes to increased productivity.

12) Analysis and optimization of processes: continuous improvement of work processes due to the reduction of time and resource consumption.

These strategies provide effective planning and management of the working time of personnel at PJSC HC "Kyivmiskbud", which, in turn, will contribute to

the achievement of the company's business goals and increase its productivity. It is important to constantly improve the time management system in order to achieve greater productivity and success of the company. [28]

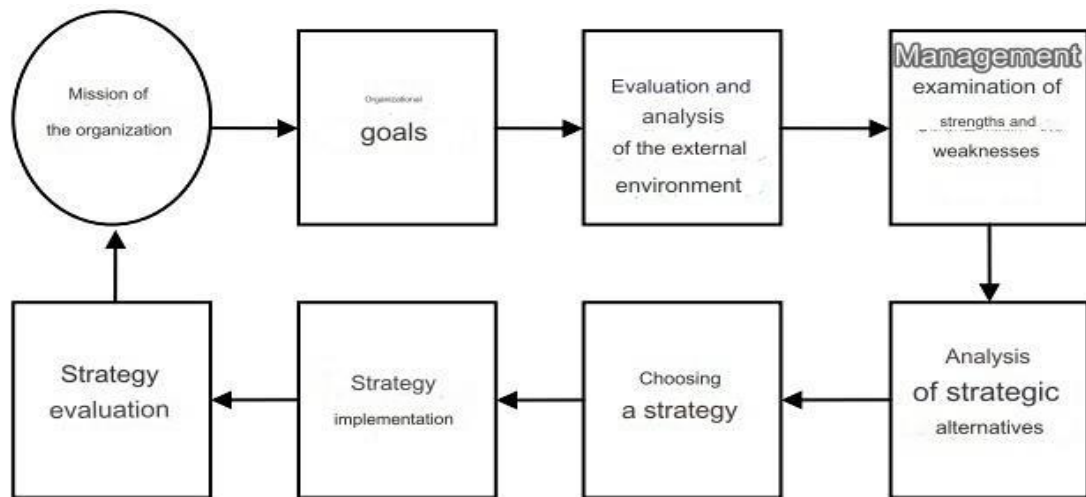
The use of strategic planning creates advantages in the functioning of the enterprise:

- Prepares the enterprise for changes in the external environment.
- Connects its resources with changes in the external environment.
- Clarifies the problems that have arisen.
- Coordinates the work of its various structural divisions.
- Improves control at the enterprise.

Emphasizing the importance of strategic planning, it can be noted that strategic planning is characterized by a degree of uncertainty, a temporal orientation of the planning process, and a certain planning horizon.

The degree of uncertainty for enterprises is due to both market conditions and the current historical moment, which is characterized by the instability of the economy and the imperfection of the market infrastructure, which affect the activities of the enterprise. [29]

The degree of uncertainty can be high, medium and low, which determines the level of risks (production, business, financial, etc.). Depending on the assessment of the level of uncertainty, it is necessary to provide appropriate measures to reduce risks. In general, the model of the strategic planning process is shown in fig. 2.6.



Rice. 2.6. A model of the strategic planning process

Source: [29]

A very important decision in strategic planning is the company's choice of a global goal. The global goal of the enterprise, or mission, is a clearly expressed reason for the existence of the enterprise, defines its status and provides the main guidelines for setting goals at various organizational levels.

The mission of PJSC HC "Kyivmiskbud" is to ensure the maximum availability of housing for the widest range of consumers in the city of Kyiv. [30]

The mission details the status of the enterprise and provides guidelines for the development of goals and strategies at various organizational levels.

A narrowly defined mission focuses strategy on the production of a limited range of products, specific market segments, consumer groups, or strategic paths used to achieve business goals.

Such an approach contributes to increasing the effectiveness of management due to the strengthening of definition and organization due to the use of more coordinated methods of implementing strategies.

A correctly formulated mission, along with the general meaning, necessarily carries something that makes it unique, that characterizes the organization in which it was developed.

The purpose of the activity of PJSC "HC Kyivmiskbud" is:

—earning profit through the systematic implementation of production and economic, investment, commercial and other entrepreneurial activities, production and sale of consumer goods and products of industrial and technical purpose, organization and implementation of purchase and sale of goods and products, provision of legal, commercial and other compliance, implementation of financial and trade operations, attraction of foreign investments, development of foreign economic relations of Ukraine, formation of the commodity market, as well as the implementation of activities for obtaining profit;

—strengthening industrial relations, coordinating activities and improving the quality of products of enterprises of the construction complex, carrying out entrepreneurial activities aimed at meeting the needs of the population in construction facilities.

The strategic tasks of PJSC "HC Kyivmiskbud" are:

1. Formation of a competitive portfolio of objects.
2. Expanding the range of offers on the primary real estate market.
3. Developing new segments of the real estate market.
4. Increase in sales volumes of real estate objects.
5. Promotion of the development of the construction industry.
6. Implementation of modern construction technologies.

Daily planning is simply necessary to improve productivity PJSC "HC "Kyivmiskbud and effective time management. In addition, a mandatory factor that will ensure the effectiveness of planning is the coordination of plans. Not only the subordinate with the manager and vice versa, but also all the employees of the unit among themselves, as well as the coordination of the plan of the unit with the plans of other structural units.

The action plan must meet the following requirements:

—purposefulness, that is, its implementation should ensure the achievement of a specific goal within a predetermined time;

—flexibility - it is worth considering the possibility of some changes and clarifications in the course of execution, if circumstances require;

—realities - take into account objective and subjective factors that can affect the process and the result of execution;

—consistency - the plan of complex activities must be agreed on executors, terms, resources, etc.[31]

When forming a work plan, all tasks must be evaluated from the point of view of importance and urgency. Important tasks are not always urgent, but urgent tasks are important. The priority regarding the sequence of tasks is certainly given to urgent and important tasks.

The work plan for the day should indicate tasks of a permanent nature, which should be performed unconditionally. For example, operational management meetings.

When planning work for a week, it is advisable to divide the specific tasks to be performed into three groups:

- urgent tasks from the point of view of achieving the goal;
- work that will be done if there is enough time for it;
- jobs that can be done when there is time left.

The weekly work plan can also define permanent or standard tasks, for example, meetings every Monday. In the weekly work plan, it is advisable to reserve time for familiarization with important information (fulfilment of the functions of the general contractor for the construction of residential, public and industrial facilities, transport, hydrotechnical facilities and energy facilities, etc.).

The work plan for the month displays tasks of a long-term nature, the execution cycle of which exceeds the limits of one week. The monthly work plan

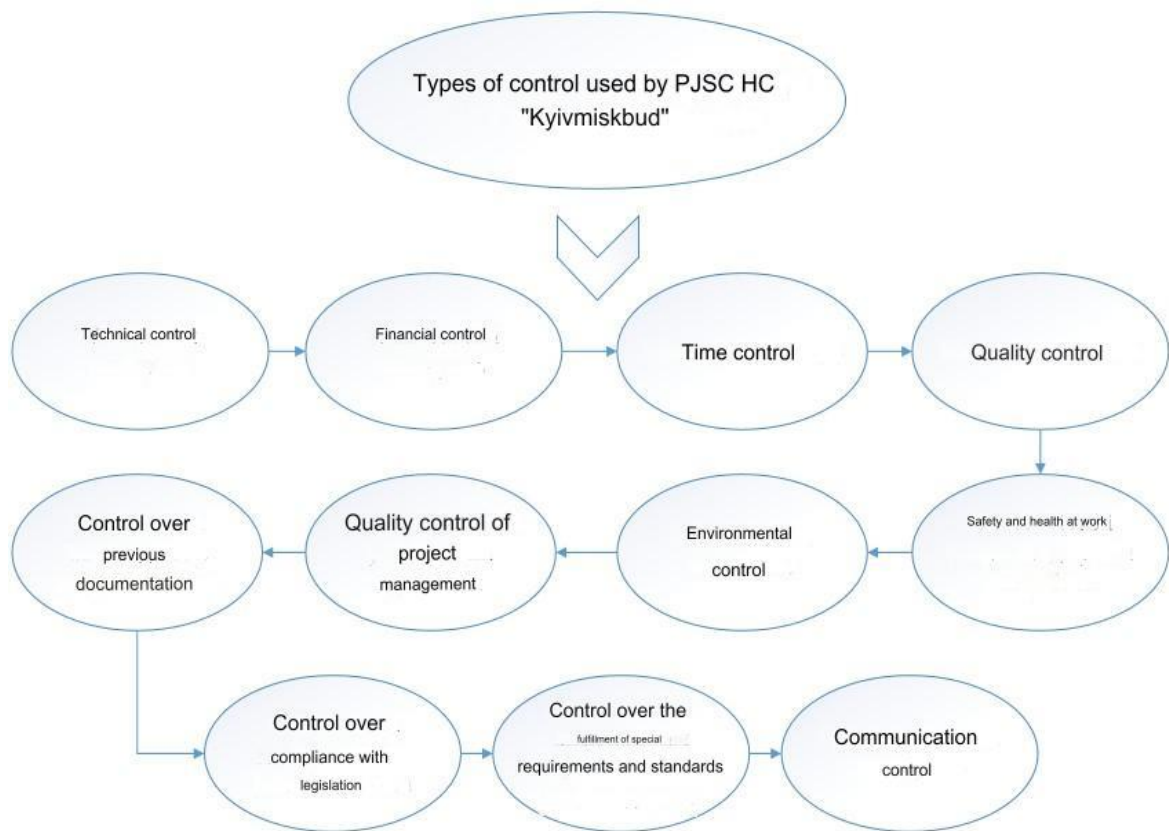
also includes standard tasks, for example, mutual settlements between organizations for used gas, electric and thermal energy, water and sewerage, etc.

In the monthly plan, it is advisable to reserve time for self-education (work in the library, archive, Internet). When forming the work plan for the calendar year, those activities that are not repeated every month are recorded, as well as the beginning and end of vacation, internship, preparation of quarterly and annual reports, etc.

A mandatory element of joint activity management is control - it is an analytical and evaluative management function aimed at unconditionally achieving the planned parameters of the organization's activities, its structural links, and each individual performer. [32]

The main subjects of control are: direct managers of performers, heads of organizations, as well as every person. For a conscientious, responsible employee, the most reliable form of monitoring the quality of work is self-monitoring.

In the construction industry, control is an important part of project management and enterprise activity as a whole. There are various types of control that are used in the practice of construction enterprises to ensure the quality, safety and efficiency of projects.



Rice. 2.7.Types of control PJSC HC Kyivmiskbud:

Source: developed by the author from the source[33]

1) Technical control:

- checking the quality of building materials, their compliance with technical standards and project specifications;
- monitoring the construction process, including the execution of technical drawings and specifications.

2) Financial control:

- monitoring the project budget and expenses;
- analysis of financial reports to determine deviations from the plan and search for possible cost savings.

3) Time control:

- creating a work schedule and monitoring its implementation;
- resource management;

- schedule management to ensure timely completion of the project.

4) Quality control:

- use of methods and procedures for checking the quality of materials and works;

- implementation of a quality control system to ensure compliance with standards.

5) Safety and health at work:

- development and implementation of a safety plan at the construction site;
- monitoring compliance with rules and procedures for health protection at work.

6) Environmental control:

- determining the impact of construction processes on the environment;
- development and implementation of measures to reduce the negative impact on the environment.

7) Project management quality control:

- evaluation of the effectiveness of the project management system, including evaluation of communication, reporting and planning;
- adjusting management processes to achieve greater efficiency.

8) Control of previous documentation:

- checking the relevance and compliance of all documents, including licenses, permits, contracts and technical documentation.

9) Control of compliance with legislation:

- monitoring whether construction activities comply with all requirements of local, national and international legislation.

10) Control over the fulfillment of special requirements and standards:

- verification of compliance of the project with specific requirements;

- verification of standards, for example, in the field of energy efficiency or fire safety.

11) Communication control:

- ensuring effective communication between the seven project participants to avoid misunderstandings and disruptions in the execution of works.

These types of control help to ensure the high quality of construction projects and reduce the risks associated with construction, which is the result of achieving success in the construction industry.

Any type of control must be guaranteed, irreversible. Each employee must be clearly aware that any deterioration in the quality of work, violation of discipline will not remain unnoticed by the subject of control (supervisor, colleagues, etc., depending on the situation). [33]

However, whatever type of control is used, it should be unobtrusive, that is, not interfere with the performers in their daily work, perform not so much a punitive, but an educational and auxiliary function. Thus, control stimulates effective activity.

2.2.Modern scenarios of the use of time management as a tool for increasing the efficiency of the activities of PJSC "HC Kyivmiskbud"

In modern society, time management is an integral tool of every person's activity. In order to successfully combine personal and professional life, you should learn to manage your time effectively.

Time is an important resource that has certain characteristics. On the one hand, it is non-renewable, it cannot be saved or bought, on the other hand, it can be converted into values that are the result of completing tasks. In conditions of shortage of timePJSC HC "Kyivmiskbud"the complex art of proper time

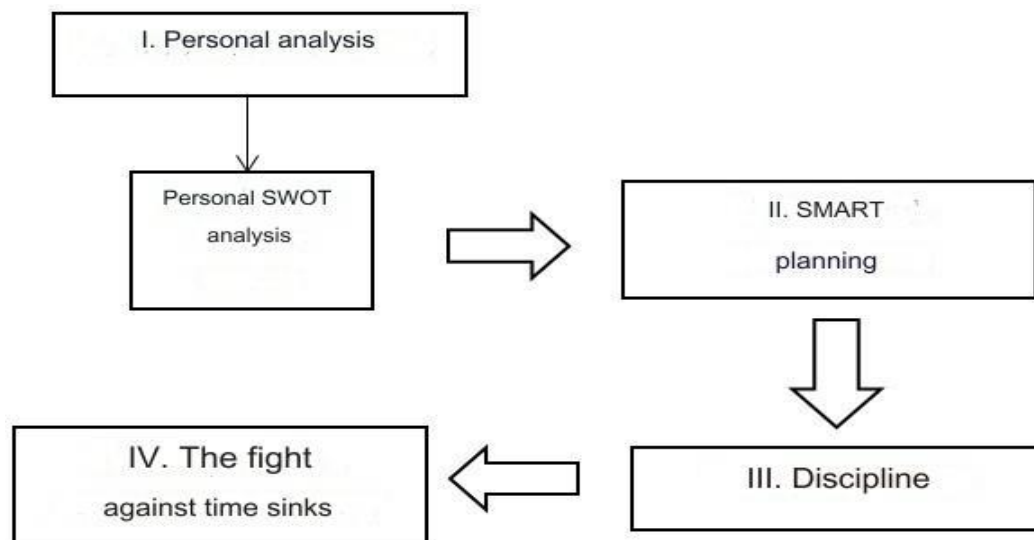
management should be mastered. This will lead to the timely completion of all tasks and the achievement of set goals.

Time is an expensive capital and everyone has the same amount of it regardless of their social, religious or professional status. People should exercise extra caution in using it for their intended purposes. [34]

The essence of time management is the quality performance of work and the achievement of set goals in the shortest possible time. To some extent, time management is a lifestyle and a philosophy of the value of time in an ever-changing world and a rapid flow of information.

The main task of time management is not to learn to work more, but to learn to work more efficiently. Time management is not a one-time action, it is an ongoing process and requires discipline. It is also worth remembering the fact that time management involves not only planning one's tasks in an effective way, but also includes many other efforts, tools and methods. [35]

In turn, planning does not give an instant 100% effect. In order to learn the art of time management, PJSC HC "Kyivmiskbud" uses a complex time management mechanism to increase the efficiency of the enterprise (Fig. 2.8).

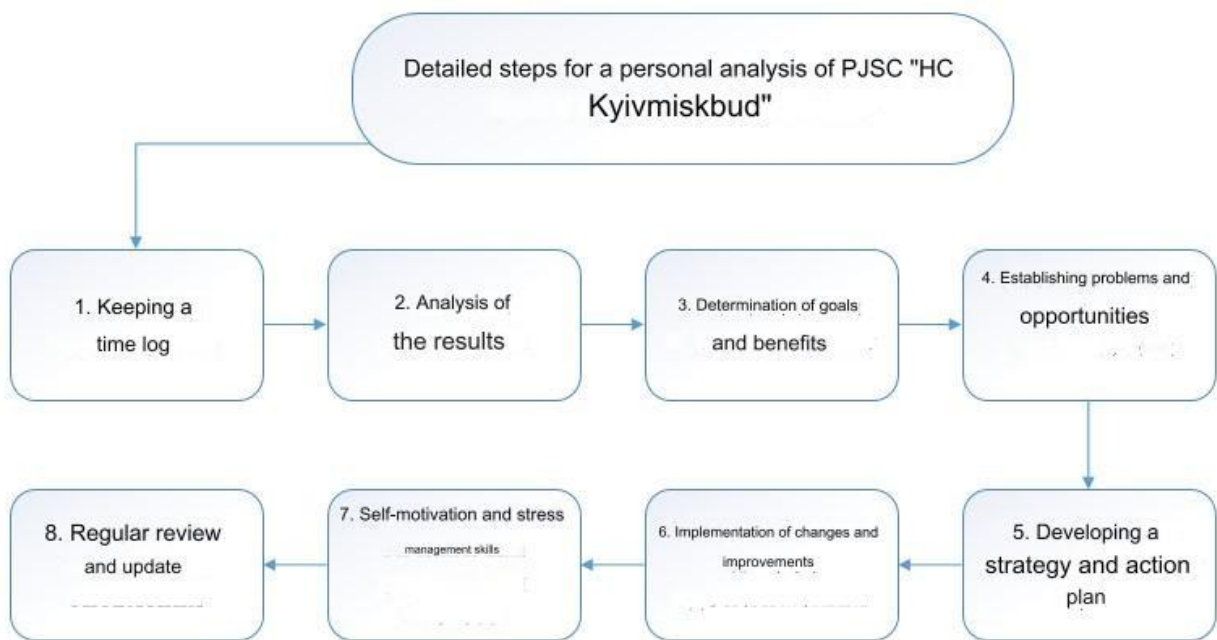


Rice. 2.8. Mechanism of time management of PJSC "HC Kyivmiskbud"

Source: developed by the author based on the source [35]

It is quite difficult to trace the main stages of time management, however, the mechanism of time management should include four main sequential blocks, namely: personal analysis, smart planning, discipline and the fight against time wasters. Each block involves the use of different tools and methods of time management.

At the first stage, a personal analysis should be carried out. Personal analysis is a key stage of the complex mechanism of time management for increasing the personal efficiency of the construction enterprise. This stage provides further understanding of how to use time and resources currently, the main problems of the software and opportunities for improvement.



Rice. 2.9. Detailed steps for personal analysis PJSC HC "Kyivmiskbud"

Source: developed by the author based on the source [85]

1) Keeping a time log:

- Keeping a time log that records actions and activities over a period of time (for example, a week or a month).
- It records what time is spent on, including work tasks, breaks, meetings, communication, rest, etc. d.

- 2) Analysis of the results:
 - After the time log period is over, you need to analyze the records.
 - Determining the main trends and where the most time is spent.
- 3) Determination of goals and benefits:
 - Formation of the main goals and objectives for the construction enterprise.
 - Distribution into short-term and long-term goals, as well as determination of the importance and priorities of the construction enterprise.
- 4) Establishing problems and opportunities:
 - Identifying specific issues and limitations identified during time log analysis.
- 5) Developing a strategy and action plan:
 - Based on the analysis of the results, a strategy is developed to increase efficiency at the construction enterprise.
 - Identifying the detailed steps to be taken to solve problems and use cases.
- 6) Implementation of changes and improvements:
 - Implementation of the strategy and action plan that were developed at the previous stage.
 - Track progress and make changes if some methods don't work or need improvement.
- 7) Self-motivation and stress management skills:
 - Development of self-motivation and stress resistance skills.
 - Adherence to company goals and plans.
- 8) Regular review and update:
 - Regular review of the strategy and plan to improve efficiency.
 - Making adjustments in accordance with changes in tasks and features.

Personal analysis will improve time management at the construction company. It will help identify challenges and opportunities to develop a strategy to achieve greater productivity and efficiency in the construction industry.

SWOT analysis is one of the most common analytical methods, which allows for a comprehensive assessment of the company's strengths and weaknesses, as well as opportunities and threats affecting it.



Rice. 2.10.SWOT analysis

(<https://esputnik.com/uk/blog/swot-analiz-iz-prikladami>)

The SWOT matrix contains:

S (strengths) - strengths. Business characteristics that distinguish it from competitors.

For example: the best customer service on the market, more affordable prices.

W (weaknesses) — weaknesses. Signs that make a company vulnerable in the market.

For example: ineffective advertising, insufficient number of employees.

O (opportunities) — opportunities. The company can use them to develop its business.

For example: the correct placement of production.

T (threats) — threats. They can cause losses to the company.

For example: high competition in the market.

Table 2.3.

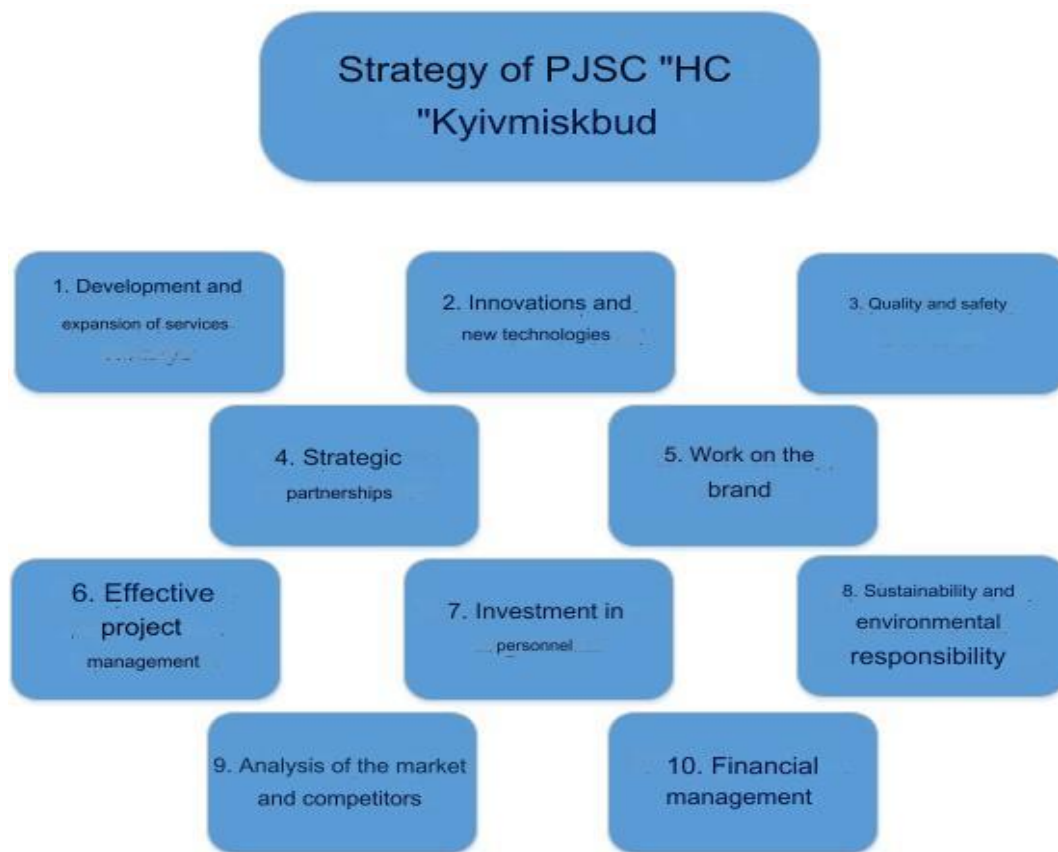
SWOT analysis PJSC HC "Kyivmiskbud"

Strengths:	Weaknesses:
<ul style="list-style-type: none"> • Experience and qualifications: high level of experience and qualifications of employees in the construction industry. • Well-provided resources: availability of modern equipment and technological resources for construction projects. • Well-established partnerships: mutually beneficial relationships with suppliers, contractors and other participants in the construction process. • Reputation and Brand: Good reputation and well-known brand in the construction industry. • Geographical location: advantageous location in key regions for construction activities. 	<ul style="list-style-type: none"> • High competition: intense competition in the construction services market. • Exposure to market fluctuations: Vulnerability to economic downturns and industry fluctuations. • High labor cost: high labor and accounting costs. • The need for a constant flow of projects: Irregularities in the construction projects being built can affect the stability of the activity.
Opportunities:	Threats:
<ul style="list-style-type: none"> • Market growth: increasing demand for construction services due to economic and infrastructure development. • Expanding the geography of activity: the possibility of expanding to new markets and regions. • Environmental standards: growing demand for environmentally friendly and sustainable construction materials and technologies. • Technological innovations: the use of the latest technologies to improve the productivity and quality of construction works. 	<ul style="list-style-type: none"> • Economic risks: the possibility of economic crises, which may lead to a reduction in orders. • Increase in the cost of raw materials: increase in the cost of construction materials and fuel. • Changes in legislation: changes in building legislation or environmental regulations that may affect operations. • Personnel problems: difficulties in attracting and retaining qualified personnel.

Source: developed by the author based on the source [36]

A SWOT analysis of customers will give companies a better understanding of strengths and weaknesses, as well as opportunities and threats. Based on this analysis, you can develop a strategy to increase competitiveness and achieve success in the construction industry.

A strategy to increase competitiveness and achieve success in the construction industry requires a comprehensive approach and attention to various aspects of the business. Let's consider the general strategy of PJSC "HC Kyivmiskbud".



Rice. 2.11.Strategy of PJSC "HC Kyivmiskbud"

Source: developed by the author based on the source [90]

1) Development and expansion of services:

Opportunities to expand the range of construction services provided. This may include new construction projects such as restoration, energy efficiency, green building, etc.

2) Innovations and new technologies:

Modern technologies and innovations in the construction process. For example, using building information models to improve design and project management.

3) Quality and safety:

Attention to ensuring high quality of work and compliance with safety standards. This will help you maintain your reputation and attract more customers.

4) Strategic partnerships:

The possibility of cooperation and strategic partnerships with other companies in the industry, which allows to expand opportunities and scope of work.

5) Work on the brand:

Investing in marketing and increasing information about the company. Brand development and emphasis of the company's advantages over competitors.

6) Effective project management:

Effective project management systems and internal processes to increase productivity and reduce costs.

7) Investing in personnel:

Optimal training and development of personnel. Qualified employees are the key to the success of a construction company.

8) Sustainability and environmental responsibility:

Sustainability and environmental aspects in projects. A sustainable construction strategy can attract environmentally conscious customers.

9) Analysis of the market and competitors:

Regular analysis of the market and competitors to identify new opportunities and adapt to changes in the industry.

10) Financial management:

Attention to effective financial management and cost optimization.

This is a general strategy that can be adapted to the specific conditions and needs of the construction company. It is important to remember that success in the

industry requires constant adaptation to changes and the ultimate study of needs and the building market.

The next stage is SMART planning. This stage is the most cumbersome and the most difficult, because it requires the greatest efforts. SMART planning involves setting all goals according to SMART criteria. This means that all goals must be specific, measurable, achievable, realistic or relevant, and time-bound.



Rice. 2.12. SMART planning (<https://marketer.ua/ua/what-are-smart-goals-smart-and-why-are-they-needed/>)

SMART goal setting technology significantly increases the likelihood of success. With its help you can:

- Reject irrelevant tasks, as a result of which avoid inefficient spending of monetary and material resources.
- Set an important goal and indicate ways to achieve it. Team members will have a good understanding of what result to strive for, what to do and how to interact. They will be focused on specific tasks. Communications are simplified. The clarification time is reduced to a minimum.

- Set an achievable goal, having previously determined the availability of sufficient resources. This will prevent the "cool" attitude of subordinates.

- Define an action plan with a breakdown by terms. Set intermediate deadlines. This will make it possible to constantly assess work progress, monitor the integrity of employees and immediately take measures to eliminate "bottlenecks".

- It is good to know that the goal has been achieved in reality, and not "on paper".

SMART methodology is universal. It is used in project management, marketing and management, suitable for any industry, for production and business, for industry and agriculture. It does not require special knowledge and skills. It does not require additional financial investments by itself. It can (and should) be used not only in the process of managing the company, but also for setting personal goals.

For a construction company, SMART planning can be used as a tool for achieving success and effective project management.[37]

SMART-planning PJSC "HC Kyivmiskbud":

1. Specific (Specific):

Goals and objectives should be specific and clear. For example: "To complete the construction of a residential complex with 100 apartments by December 2023."

2. Measurable (Measurable):

Goals should be measurable. Using specific numerical indicators to determine progress and results. For example: "Reduce the project execution time by 15% at the expense of previous projects."

3. Achievable (Achievable):

Objectives must be real and achievable for the construction company. Do not set goals that are too ambitious and unattainable. For example: "Increase the number of projects by 200% in a year" may not be realistic.

4. Relevant:

The goals must be related to the strategic goals and business plan. They should be important for the development of the construction enterprise. For example: "Improve the skills of personnel in the field of safety at construction sites."

5. Time-bound:

A specific line or deadline for completing goals and tasks is set. This will help create a timeline and monitor progress. For example: "By the end of this quarter, complete the construction order plan."

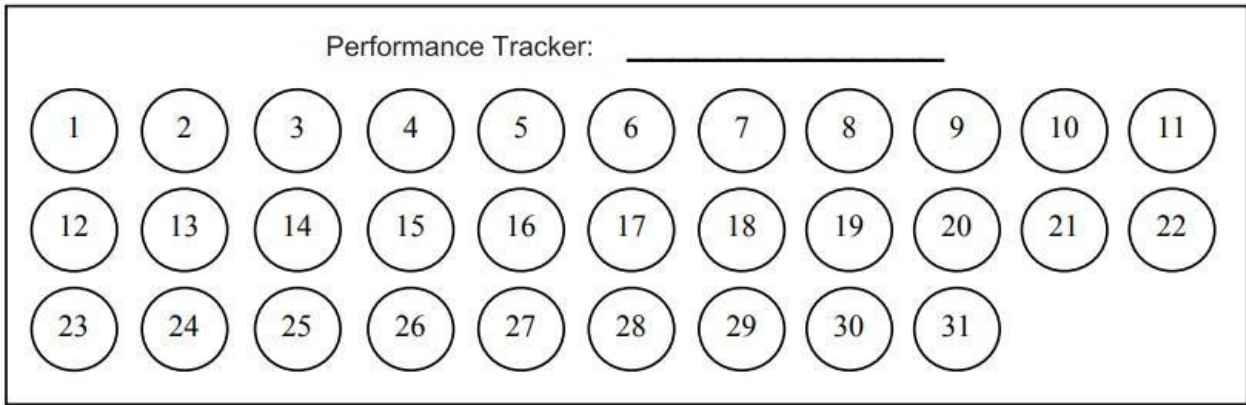
SMART planning should be flexible and updateable if goals change. Regularly monitor and analyze your goals and objectives to ensure they are relevant and attainable. SMART-planning will help the construction company to better manage projects, efficiently use resources and achieve success in the construction industry.

Discipline can be singled out as a separate block of the time management mechanism to increase efficiency. In order to systematically plan your tasks, you should discipline yourself and develop good habits.

For this purpose, you can use performance trackers that will help you achieve important goals every day, step by step. The efficiency tracker template is shown in (Fig. 2.13).

After completing the task, you should paint the circle that shows the day of the month. Such a tool will help to perform various tasks every day.

You can also use available mobile apps that can set up task reminders.



Rice. 2.13. Performance tracker template

Source: developed by the author based on the source [38]

The last, but no less important stage of effective time management is the fight against time wasters. They can include all those things that do not bring any benefit and only take time, for example, a long stay on social networks, "empty" chatter, etc. [39]

In order to find such time-absorbers, it is necessary to keep track of time. The timing of time should be kept for at least two weeks in order to analyze the lifestyle and identify the main reasons for the lack of time.

Further analysis should be considered from the point of view of two positions: positive and negative, that is, to identify strengths and weaknesses in order to rationally use the former and avoid the latter. A detailed analysis of the main time sinks will allow you to better control your time and avoid distractions.[40]

The use of the developed mechanism will allow to significantly increase one's own efficiency and effectiveness in order to achieve the set goals.

2.3. Formation of skills for effective performance of job duties by the personnel of the construction enterprise

Many workers are convinced that the more time spent on a task, the better it is done. Thus, if the deadline for completing the task is a week, then a seemingly simple task that could be completed in a maximum of a few days will be "overgrown" with a lot of details and trifles, and the deadline for its completion will be delayed until the specified date.

The reasons for such a person's behavior can be different: from the idea that a given task has an incomprehensible complexity and therefore such a deadline has been set for completion, to an elementary reluctance to receive new tasks with a shorter deadline. Thus, the process of performing a specific task is artificially delayed and it is submitted only within the specified time.

The personnel of the construction company will be able to move away from this habitual scheme only when they change their attitude to work and replace the usual attitude "it is better to work longer than better".

During the execution of tasks with a focus on new dates, it will be established that these terms are not enough for some more complex tasks, but those tasks that could be completed even faster will be identified. This technique will help determine how much time is actually needed to complete a particular task in order to use this knowledge in further work, especially during planning. After all, 10 percent of the time spent on preliminary planning will help to save 90 percent of the time for the execution of the work. [41]

The personnel policy represents the main directions and approaches of personnel management for the implementation of the company's mission and the strategic goals declared by the management. The success of implementing the personnel policy mainly depends on the recognition at all levels of the company's

management of the high economic significance of each employee as an important component of its strategic and tactical potential.

The main provisions of the personnel policy on improving the performance of the construction enterprise:

1. Fundamentally important for ensuring the successful development of the company, the achievement of the company's vision and strategic goals is the creation of a system that allows active and effective management of work performance at all levels: from an individual employee to the company as a whole.

2. In order to create such a system, the company will develop a performance management system by objectives.

For this, the company:

2.1. Shall formulate and regularly inform all employees of the company's vision, strategic directions of development, main goals and objectives so that each employee understands where the company is heading in its development and what its requirements and expectations are for employees.

2.2. Will determine a balanced set of indicators, which derive from general corporate goals and objectives, reflecting the effectiveness of the company's work.

2.3. Will build an effective system of information collection and processing in order to objectively determine the degree of achievement of set goals and objectives.

2.4. The development of the employee evaluation system will continue in order to make it more objective and informative.

2.5. Will build a clear and transparent system for using evaluation results, determining their impact on salary increases, career advancement, decisions on rotation and transfer, and determining training and development needs.

2.6. Will regularly inform the staff about priority tasks, goals and ways to achieve them.

2.7. Will monitor external and internal changes, timely make the necessary adjustments to the performance management system, the system of indicators and set goals.

3. To ensure consistently high levels of performance, the company will also continue to develop its own corporate culture in such a way that the quality and efficiency of work at each workplace become the main value and pride of every employee of the company.

4. It is important for the company not only to achieve results, but also how they were achieved. When evaluating employees, in addition to tracking the results achieved within the framework of management by objectives, the demonstration by employees of their commitment to corporate values will be taken into account.

5. The company pays special attention to the observance of accepted principles, as well as to the issue of employees' perception of the achievement of results as a corporate value. This approach will ensure more effective management in non-standard situations, in the absence of clear rules and procedures.[97]

There are many positions in a construction company, each of which has its own important role in production and project management. Below are examples of possible job descriptions at a construction company:

Table 2.4.

Job instructions at a construction company

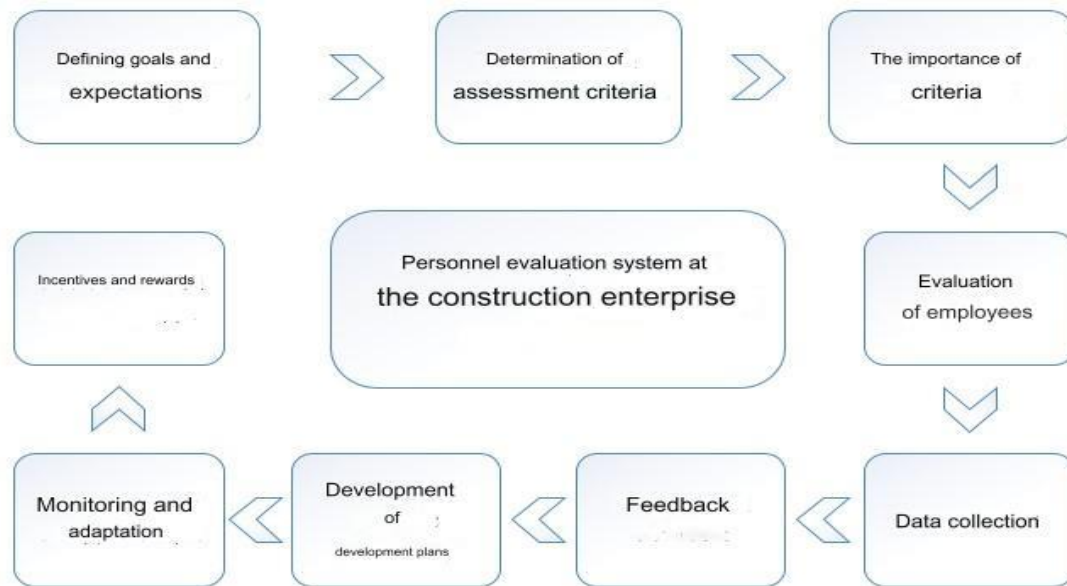
Position	Responsibilities
General Director/Chief Executive Director	<ul style="list-style-type: none"> • Management of the overall strategy of the enterprise. • Making strategic decisions. • Providing guidance and control over all aspects of the activity.
Project director	<ul style="list-style-type: none"> • Construction project management. • Control over resources, budget and project schedule. • Interaction with clients and contractors.
Design engineer	<ul style="list-style-type: none"> • Development of project documentation.

	<ul style="list-style-type: none"> • Selection and calculation of materials and structures. • Ensuring compliance with technical standards.
Head of the construction team	<ul style="list-style-type: none"> • Organization of construction works. • Control over the execution of work, deadlines and quality. • Management of a team of workers.
Architect	<ul style="list-style-type: none"> • Development of an architectural project. • Determination of planning and design of the building. • Interaction with the client to determine needs.
Occupational health and safety at the workplace	<ul style="list-style-type: none"> • Ensuring safety at construction sites. • Development of safety rules and their implementation. • Organization of training of employees on safety issues.
Financial director	<ul style="list-style-type: none"> • Management of financial aspects of the enterprise. • Development of budgets and financial reports. • Control over financial resources and cost optimization.
Project procurement manager	<ul style="list-style-type: none"> • Selection of suppliers and contractors. • Organization of procurement of materials and equipment. • Quality and delivery time control.
Geodetic engineer	<ul style="list-style-type: none"> • Determination of geodetic parameters of the building object. • Placement of points and geodetic measurements. • Preparation of maps and plans for the project and construction.

Source: developed by the author based on the source [96]

These are just some of the possible positions at the construction company. Each company can have its own structure and hierarchy of positions, regardless of the scope and nature of its activities. Job descriptions help clarify the duties and responsibilities of employees, which contribute to effective management and ensure the success of construction projects.

The personnel evaluation system at the construction enterprise has a professional effect on the determined productivity, development of employees and ensuring the fulfillment of the company's strategic tasks. Staff evaluation can be conducted regularly and include various aspects. Let's consider several key steps for creating an evaluation system.



**Rice. 2.14. Personnel evaluation system
at a construction company**

Source: developed by the author from the source [99]

1. Defining goals and expectations. Setting clear goals and expectations for each employee based on their status, position and function.

2. Determination of assessment criteria. Development of specific criteria and standards for evaluating employees. Criteria may include quality of work, meeting deadlines, communication skills, workplace safety, etc.

3. The importance of criteria. Determining the importance of each evaluation criterion. For example, the importance of workplace safety may be higher than other criteria.

4. Evaluation of employees. Employee evaluation procedure using appropriate methods, such as self-evaluation, manager evaluation, etc.

5. Data collection. Gathering data for evaluation, including information from employees, managers, and clients, as well as the results of evaluations.

6. Feedback. Providing employees with feedback on their performance and development. Clarifying strengths and weaknesses and developing plans for improvement.

7. Development of development plans. Working with employees to create individual development plans that will maximize their skills and productivity.

8. Monitoring and adaptation. Regular monitoring of employee productivity and development. Adaptation of the evaluation system to changes in the nature and strategy of the enterprise.

9. Incentives and rewards. Use assessment results to make decisions about employee incentives and rewards. This may include financial bonuses, job offers, training and development.

The personnel evaluation system in a construction enterprise should contribute to improving productivity, developing skills, and ensure the achievement of the company's strategic goals. It is important that this system is fair, objective and aimed at improving the quality and effectiveness of the work of employees.

The effectiveness of the unit's work largely depends on the effectiveness of the manager's work. The manager is the central figure of the management apparatus, but at the same time is responsible for the results of the work of the unit or the entire organization.

The reason for the unsatisfactory work of many managers, especially beginners, is the inability to manage time. They strive to complete all tasks on their own, be on time for all meetings, receive all visitors, and delve deeply into all issues of the company's activities. They are often the first to arrive at work and the last to leave, leaving many tasks unfinished.

An employee who holds a managerial position and at the same time does not know how to manage time, is not able to see the perspective behind the array of everyday worries. In the end, the effectiveness of such work is minimal, there is a feeling of dissatisfaction with oneself, subordinates, insecurity in one's own abilities. The reason for this condition is the inability to plan work.

A manager who does not have enough time to solve production, financial, social and other problems is characterized by:

- chaotic use of working time;
- nervousness, haste and confusion in actions;
- impatience in making decisions and in relations with colleagues;
- insufficient level of distribution of management work in units and a low degree of delegation of functions and responsibilities to subordinates;
- lack of order in the workplace.

Thus, the lack of time to complete tasks leads to an artificial extension of the working day, irrational use of it. The lack of time is the result of the lack of clarity, planning and organization of the work of managers. It has been found that an unexpected three-minute phone call often results in the loss of 15-20 minutes needed to refocus and regain initial performance. Reception of an unplanned visitor forces to deviate from the work plan for the day, which completely changes it.[42]

There are a number of main disadvantages of a manager related to self-management:

- postponing the decision to tomorrow;
- performance of work by half;
- the desire to do everything at once;
- the belief that he knows everything better than anyone else;
- inability to distinguish functions;
- an attempt to shift responsibility to others.

When organizing his work, the manager must avoid excessive overload and at the same time ensure a clear rhythm in the work of subordinates with the most effective loading of their work.

Only under these conditions will he be able to effectively use his professional skills and intellectual abilities, have a complete idea of the activities of the structural unit entrusted to him, and at the same time free himself from solving secondary issues that require a fairly significant working time and can be performed by subordinates.

However, the manager cannot limit himself to the execution of only the most important tasks. The manager should personally solve only those issues that cannot be referred to subordinates for consideration and resolution, which will ensure effective organization of management and effective work of his subordinates. Delegation is a key activity of the manager.[43]

The formation of skills for the effective performance of job duties by the personnel of a construction enterprise requires a systematic and purposeful approach.

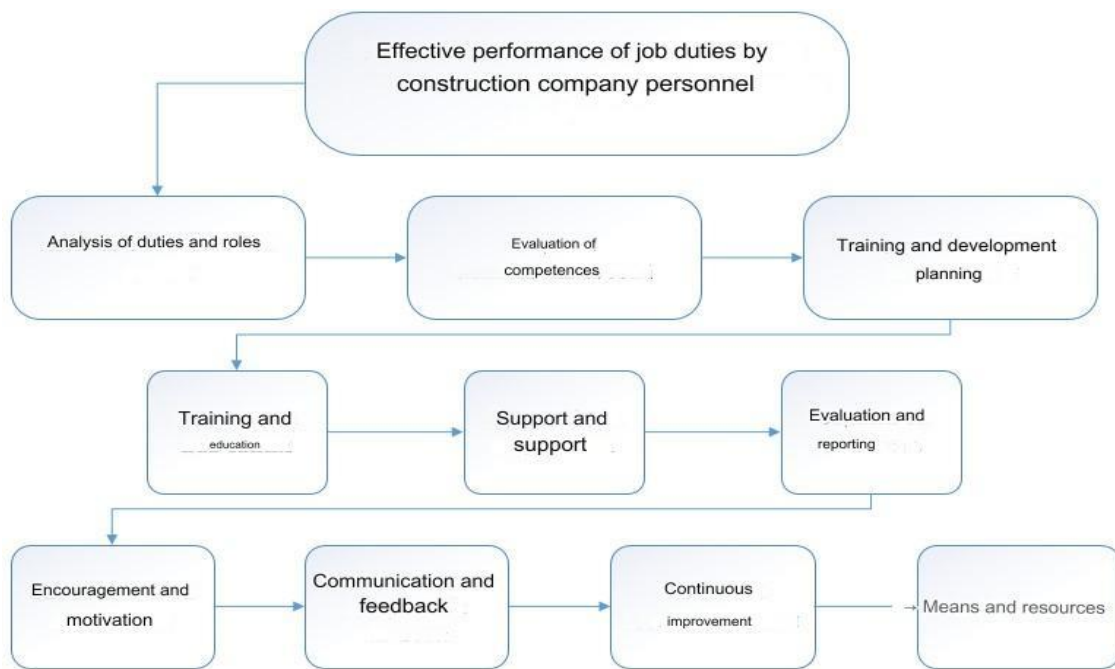
Let's expand in more detail the steps and recommendations that can help in this process (Fig. 2.15):

1) Analysis of responsibilities and roles:

Start by creating a reporting list of job duties for each position at the construction company. Also consider expectations and requirements for staff.

2) Assessment of competences:

Determine the necessary skills and competence to effectively perform job duties. Make sure that each employee has sufficient knowledge and skills.



Rice. 2.15. Effective use of job duties by construction company personnel

Source: developed by the author based on the source[43]

3) Training and development planning:

Develop training plans and staff training and development programs. This may include trainings, seminars, courses and other training methods.

4) Training and education:

Provide employees with the opportunity to participate in educational programs and trainings. Trainings should meet specific needs and tasks.

5) Support and support:

The opportunity to practically apply the acquired skills at the workplace. Implementation of a support system for employees.

6) Evaluation and reporting:

Establishing an assessment and reporting system to track progress in acquiring skills and competencies. Conducting regular evaluations and reviews.

7) Encouragement and motivation:

Using a system of incentives and motivation to support and stimulate staff. For example, career growth opportunities and bonus programs.

8) Communication and feedback:

Open communication and feedback play an important role in skill building. Communicate with the staff, listen to their wishes and feedback.

9) Continuous improvement:

Learning and development should be an ongoing process. Keep up with industry changes and update training programs.

10) Tools and resources:

Provision of personnel with the necessary tools, equipment and resources for effective performance of job duties.

Formation of skills for effective performance of job duties requires investment in training and development of personnel. This approach will help to increase the productivity and quality of work at the construction enterprise.

Time planning helps increase the efficiency of using the working day. It is believed that it is best to start work at the same time, because a person gets used to it.

It is very rational in the context of time management to introduce a rule for subordinates in management practice: when preparing problematic issues, they must also prepare their options for solving them. This contributes to the solution of two tasks: it saves the manager's time and significantly contributes to the growth and professional development of subordinates. This is a standardized, not manipulative and non-provocative communication technology, that is, every solution should have the right to exist. [44]

Meetings are the next important subject of organizational contracts. The fact is that there are approaches of leaders to the discussion of this or that issue. Some prefer to discuss this issue with each employee individually, others call meetings for any case with a large number of participants. Of course, like any extreme, these approaches are illustrative of the manifestations of time sinks.

In the first case, the manager loses too much of his own time, in the second - the time of his employees. The way out of this situation is an approach in which similar issues are not discussed with each employee personally, but meetings and other meetings are organized. At the same time, it is necessary to strictly follow the rules of preparation and holding of such meetings, depending on their type.

The next important point is the use of mobile phones. We turn ourselves into their hostages: wherever we are, whatever we do, we answer phone calls and, of course, we are distracted from our own affairs. And since there are quite a lot of people who want to communicate with us, the implementation of the most important things that require our concentration continues indefinitely, although in reality it requires us only a few hours.

Therefore, it is quite acceptable to have a rule under the terms of which we have the right not to pick up the phone for one or two hours, calling back later if there is time. In addition, the use of an answering machine can be useful here.

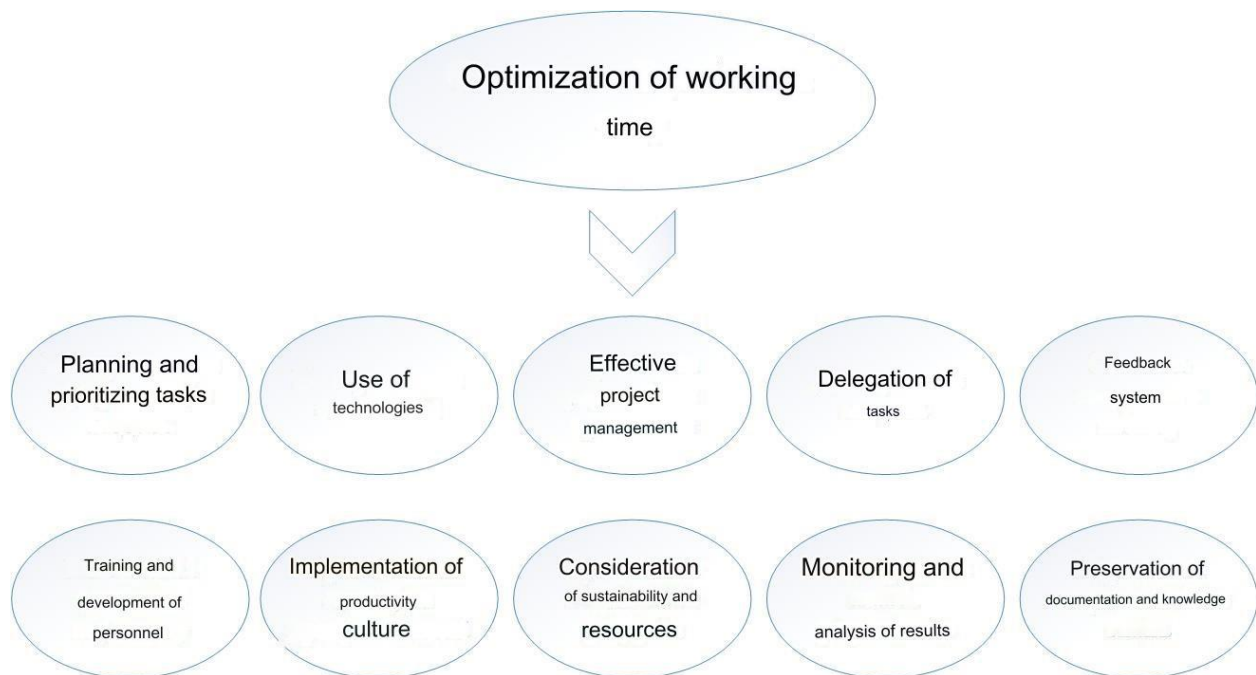
It is clear that such prevention of the occurrence of such a phenomenon as force majeure is absolutely impossible in all cases, subordinates should be warned that, in the case of an urgent matter, they can send a text message to the manager with a request to call urgently. It is possible to use two phones, one of which is used for emergency situations.[45]

Of course, the most effective solution to the problem of eliminating the manager's time sinks is to have an assistant. It will also filter calls — it will connect the manager with the one with whom he cannot solve the problem himself, and work with visitors will become more orderly. But if there is no such possibility, then there should be filters that allow you to fully focus on the most important task.

The use of all the above tools allows you to perform important work in a timely manner and not stay at work outside of working hours.

In the context of the study, one cannot fail to note that the pace of socio-economic changes and the demands of the modern world force organizations to rebuild their usual work patterns and introduce information technologies into every segment of their activity. Often, such changes make it possible to significantly reduce costs due to increased labor productivity, optimization of logistics and business processes.[46]

Thus, the analysis of research results can contribute to the identification of specific ways to optimize the working time of a construction enterprise.



Rice. 2.16.Optimization of working time

Source: developed by the author based on the source[46]

Here are some recommendations for optimizing working time:

—Planning and prioritizing tasks:

Develop an enterprise-wide task planning reporting system. Prioritize and prioritize each task so staff can focus on core work.

—Use of technologies:

Implement modern applications and tools for task, project and time management. They fully automate processes and increase productivity.

—Effective project management:

Apply project management techniques to organize work processes and reduce time spent on non-constructive activities.

—Delegation of tasks:

Consider delegating some tasks to lower-priority employees or teams to free up management time for strategic planning and critical decision-making.

—Feedback system:

Set up a feedback system to check the efficiency and quality of tasks. Encourage employees to submit ideas for optimizing the workflow.

—Staff training and development:

Invest in time management training and development. Qualified employees manage their time effectively.

—Implementation of a productivity culture:

Engage staff in the performance culture and establish internal incentives for improved performance.

—Considering sustainability and resources:

Carefully calculate budgets and resources for each project. Avoid overspending and over-allocation of resources.

—Monitoring and analysis of results:

Constantly monitor and analyze work results, make adjustments and improve processes according to identified weaknesses.

—Preservation of documentation and knowledge:

Systematically store documentation and accumulated knowledge to avoid wasting time searching for information.

These practices can be adapted to the specific needs and characteristics of a construction company in order to optimize working hours and increase productivity.

Mastering the mechanisms of time management can become one of the ways to increase the efficiency of management, it will allow you to learn not only to set goals, but also to achieve them by properly managing your working and personal time.

CONCLUSIONS TO SECTION 2

Thus, effective time management is an integral part of every person's life. Strategic planning is long-term planning based on intermediate goals.

The strategy is determined by the main goal and intermediate goals that allow to achieve the main goal. The goals that determine the strategic plan are called strategic goals.

Time is one of the most valuable resources, which is non-renewable and limited, and which everyone possesses in equal quantities. In order to increase personal efficiency, you should go through all the stages of the established time management mechanism, which includes personal analysis, SMART planning, discipline and the fight against time wasters.

If you take into account all the mentioned rules, tools and methods, you can significantly increase your own performance indicators and achieve your goals. Further research can be carried out in the context of developing specific proposals for improving human time management in combination with other management concepts and practices.

The formation of skills for the effective performance of job duties by the personnel of a construction enterprise is a key aspect of successful activity in the construction industry.

Optimum use of staff working time is crucial for achieving high productivity, quality of work and competitiveness of the enterprise.

In the formation of skills for the effective performance of job duties, it is important to develop the individual characteristics of employees and direct training to the development of basic competencies.

Management must provide access to training and support employees in their development.

The key elements of skill formation are systematicity, feedback, planning and the use of modern time management tools and technologies. A common culture of productivity and communication in the team contribute to the growth of efficiency and the achievement of common goals.

It is important to note that the formation of skills for the effective performance of job duties is a process that requires constant improvement and adaptation to changes in the industry and at enterprises.

As a result, the formation of skills for the effective performance of job duties is a number of elements of the successful activity of a construction enterprise. This ensures high quality of work, reduces risks and increases competitiveness, which is a place to overcome challenges in the construction industry.

CHAPTER 3 TIME MANAGEMENT TECHNOLOGY IN THE DEVELOPMENT OF PROFESSIONAL AND VALUE INTENTIONS OF THE STAFF OF A MODERN ENTERPRISE

3.1. Tools for streamlining work and implementing corporate time management under the conditions of digitization of management processes

In the world of rapid digitalization and constant technological changes, effective management of working time and resources becomes a key aspect for achieving success in business. Organizations must adapt to new technologies to increase efficiency and ensure correct management of resources, in particular time. The implementation of corporate time management becomes an aspect of the management strategy, and work management tools remain necessary to achieve this goal.

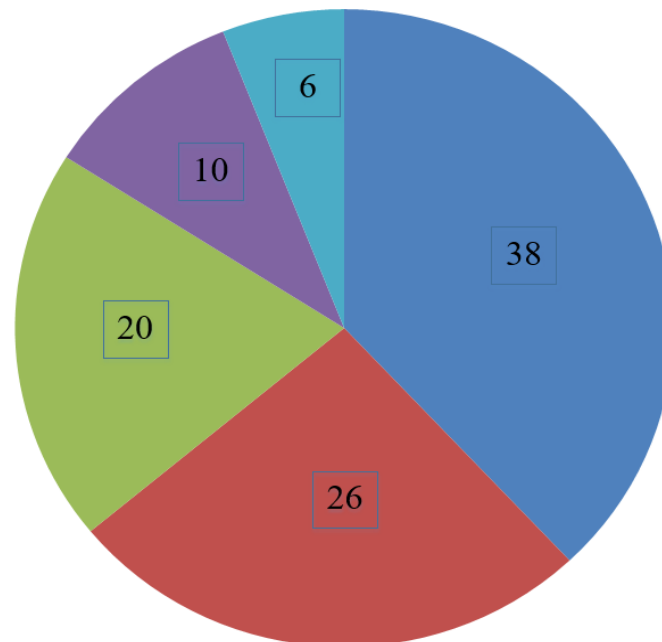
Comparing the concepts of "individual (personal) time management" and "corporate time management", we believe that their main difference is the object whose time needs to be organized.

Therefore, it would be correct to state that in the personal time management system and in the corporate time management system, a single toolkit is used, which is implemented in practical application with the help of various methodological support. However, it acts on a single set of elements: goals, planning approach, decision-making process, decision implementation, control, communications.

A personal time management system is a set of interconnected elements, the activity of which is determined by time management tools that are chosen by the individual depending on the characteristics of his character, outlook, life values, and aspirations.

The corporate time management system is a set of interrelated elements, the activity of which is determined by time management tools, which are developed on the basis of the strategic views of the company's top management, taking into account the latest trends in various functional areas of management (personnel management, time management, marketing, approval of managerial solutions, strategic management, innovative management, etc.) and using the latest management technologies.

Five main reasons for unproductive use of time in the company can be identified:



Rice. 3.1. The main causes of unproductive use of time in the company

Source: developed by the author based on the source[47]

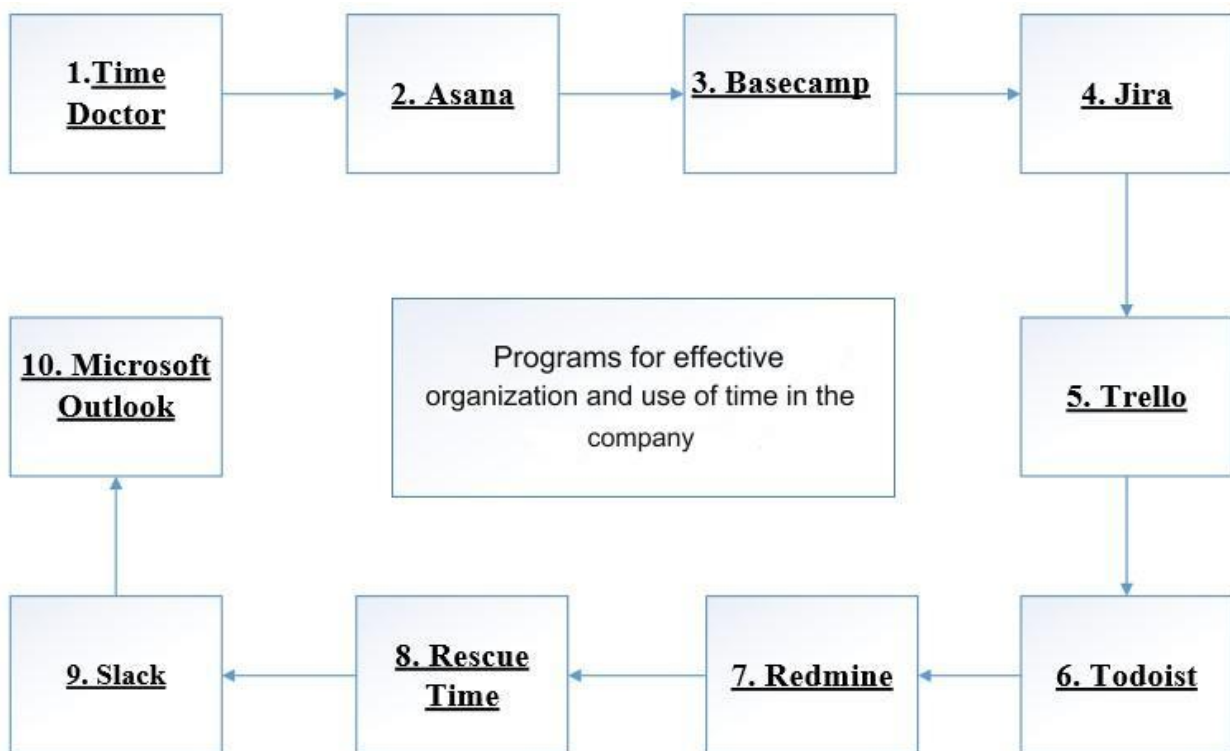
1. Poor corporate time management or none at all - 38%.
2. Technological time trap – 26%.
3. Poorly organized relationships (communication) – 20%.
4. Personal problems, in particular with organization and time planning (personal time management) – 10%.

5. Problems with organizational culture - 6%.

Therefore, a third of the problems with the productivity and efficiency of the company's activities are due to the wrong approach to planning, organizing and using such a resource as time.

To develop, implement and use an effective corporate time management system under modern conditions, it is advisable to use computer programs. In fact, there are many useful time management tools, but it is not advisable to use all of them - it will only waste a lot of time.

So, it is possible to single out the most common programs for efficient organization and use of time in the company.

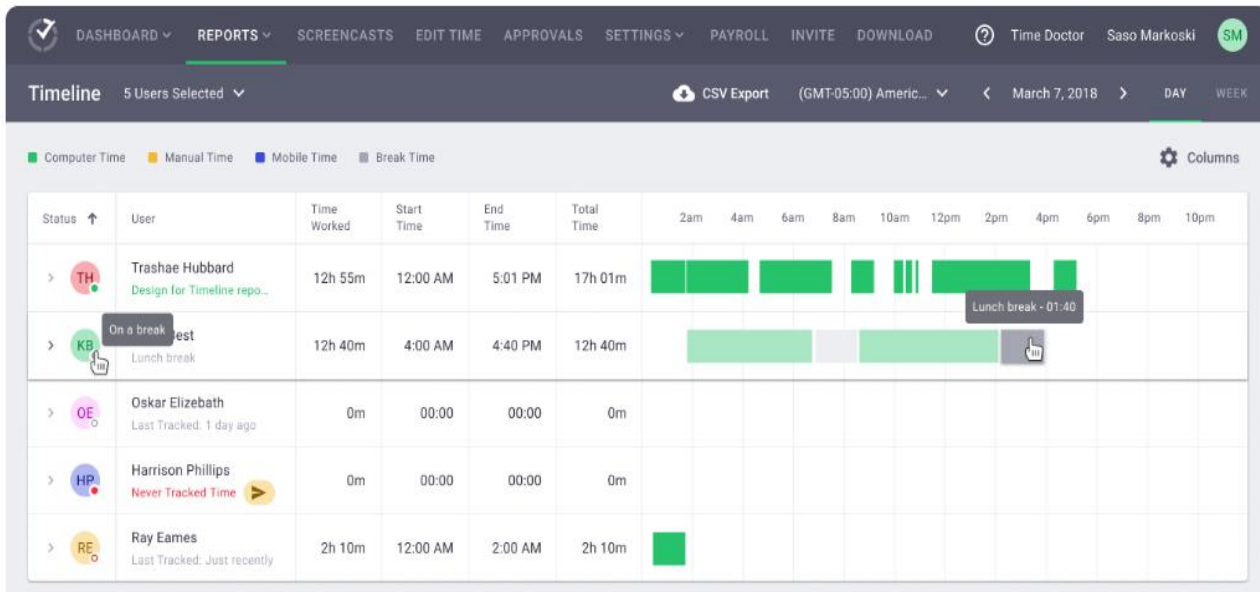


Rice. 3.2. Programs for effective organization and use of time in the company

Source: developed by the author based on the source[48]

These tools differ in their purpose, functionality and focus on different aspects of work and management. The choice depends on the specific needs of the team or company. Let's consider each of these programs in more detail.

1) TimeDoctor is a time tracking and productivity management software. The main idea is to give users a tool for accurate time tracking, analysis of working hours and optimization of work processes.



Rice. 3.3. Software TimeDoctor

(<https://timeanalyticssoftware.com/time-doctor-review/>)

The time tracker is turned on as soon as the work begins, and turned off when it is finished. During this time, the program will take screenshots with unexpected frequency. Also, at the end of the day, you can see when you worked effectively, which sites you visited, which programs you used.

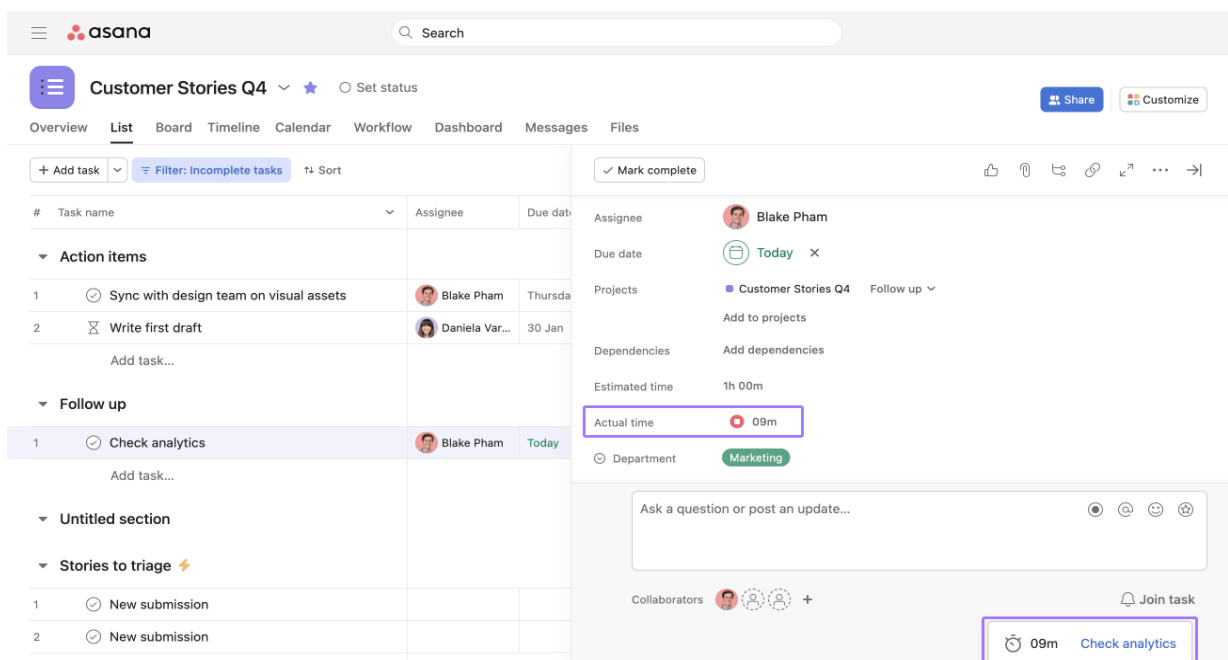
Key features of TimeDoctor:

- Work time tracking.
- Activity monitoring.
- Analytics and reports.
- Project and task management.
- Integration with other tools such as Asana, Trello, Slack, which makes it easy to share data.
- Remote work options provide convenient opportunities for time tracking and performance management from a remote location.

- Project monitoring options, you can monitor the progress of projects, estimate time costs and make appropriate adjustments.

- Accounting and billing functions, you can provide time reports for accounting hours for billing or internal accounting.

2) Asana is an online project and task management platform designed to simplify team collaboration, track projects, and improve overall organizational efficiency. It provides a convenient interface for task organization, project planning, and team communication.



Rice. 3.4. SoftwareAsana

(<https://help.asana.com/hc/en-us/articles/14101461379867-Time-Tracking>)

Key features of Asana:

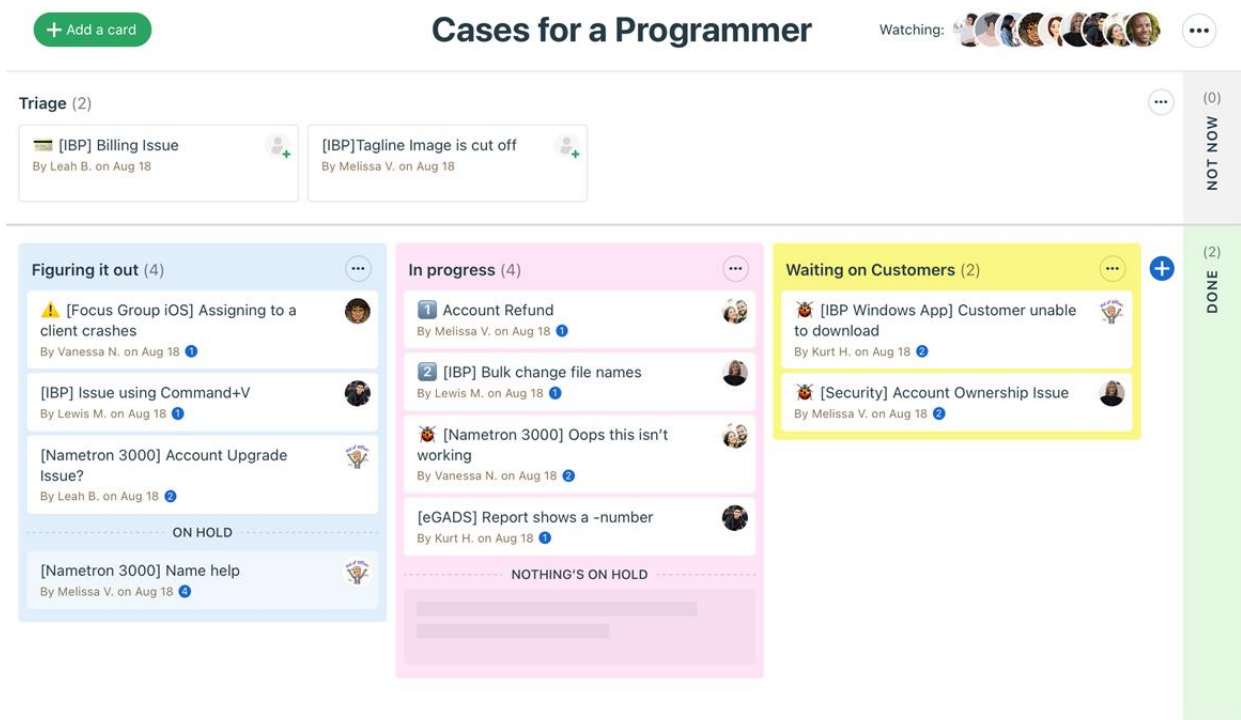
- Creation of projects and tasks.
- Simple interface.
- Free connection for up to 15 users.
- Determining who is responsible and setting deadlines.
- Comments and discussions, you can leave comments directly under the tasks.

- File sharing.
- Integration with other tools like Slack, Dropbox, GoogleDrive and more.
- Project templates, you can quickly create new projects based on preconfigured structures.[49]

3) Basecamp is simple and effective project management system. It contains tasks, a calendar, discussions, documents and project timing. It can replace several applications for working with tasks, fully organize and automate work. Controls that no project, client, task is overlooked. Productive when used in office work. Considerable attention is paid to remote work in a separate section on the website of the developer company.

Key features of Basecamp:

- Transparency of the interface, all projects on one screen.
- You can create an unlimited number of projects for any tariff.
- Free version for students.
- Transferring and saving files.
- General chat and news feed.
- Calendar of events and the possibility of synchronizing it with Google calendar or Outlook.
- Assigning tasks to employees, setting deadlines, commenting.
- View user activity.



Rice. 3.5. SoftwareBasecamp

(<https://basecamp.com/>)

4) Jira is a set of management solutions that enables collaboration between all teams, from the development of a product idea to the delivery of it to the customer, and also allows you to achieve better results and synergistic effects together. [50]

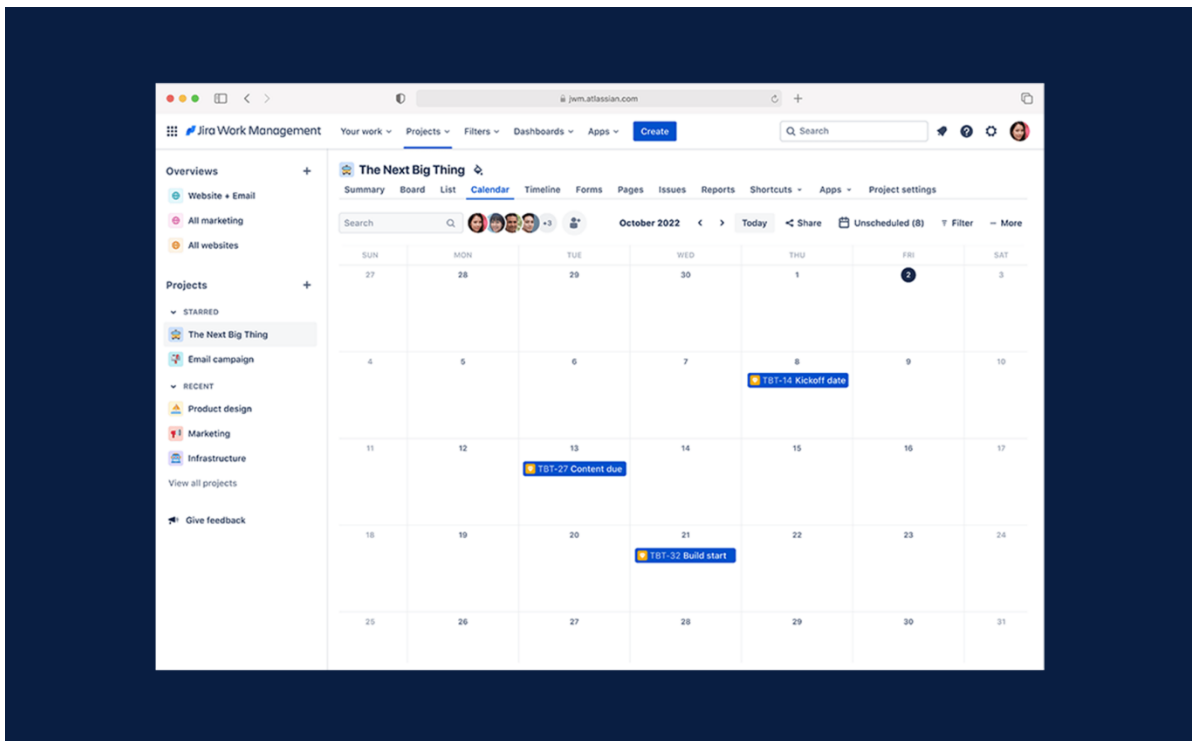
Jira's main products:

- JiraSoftware – for all members of the agile team and not only: planning, tracking and product release;

- JiraServiceManagement – customer support program;

- JiraWorkManagement – business project management, including advertising companies, recruitment, coordination and approval of legal documents;

- JiraAlign is a platform for enterprise agile planning - a connecting link between strategies at the level of products, programs and portfolios and their technical implementation.



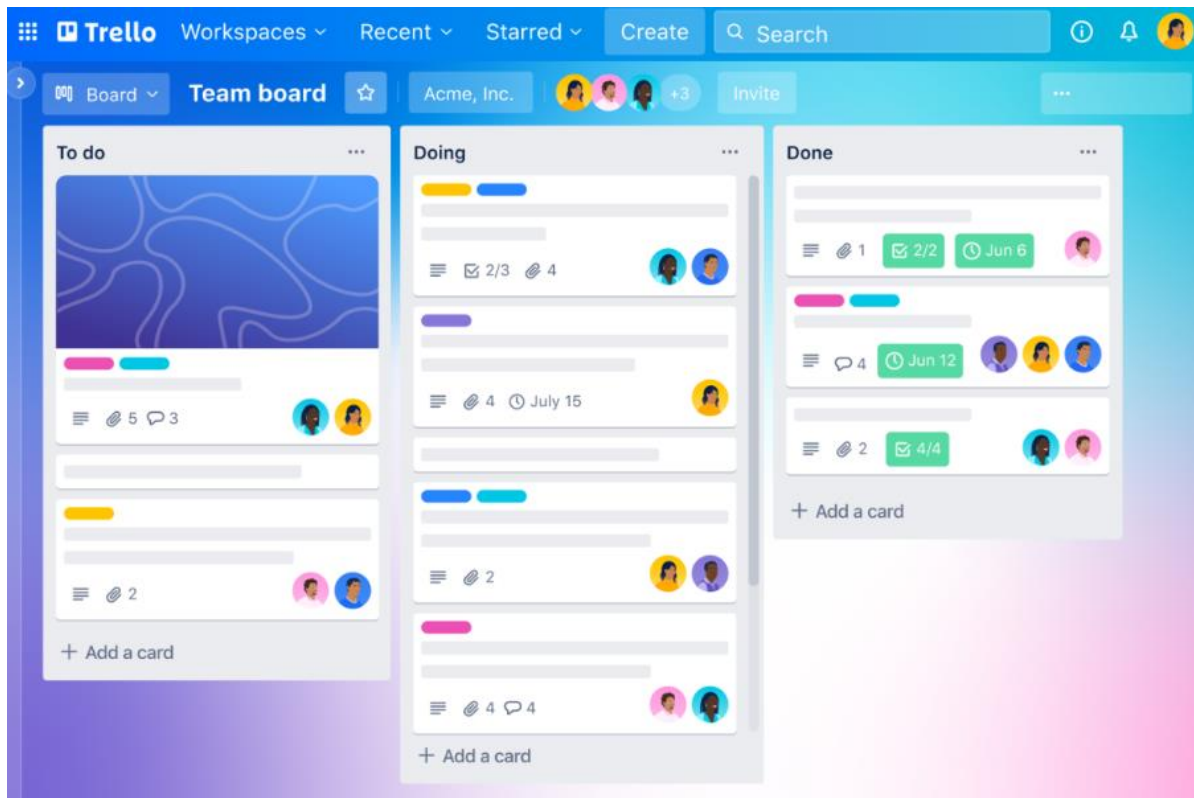
Rice. 3.6. SoftwareJira

(<https://www.atlassian.com/ru/software/jira/work-management/product-guide/jwm-vs-jsw#jwm-vs-jira-software>)

Key features of Jira:

- A convenient mobile application, suitable both for use in the office and for remote work.
- Easily integrates with other tools including Confluence, Bitbucket, HipChat, and more.
- There is a task board with various tools that you can use to customize everything to your needs.
- Suitable for external project management, tracking of all development processes and directly for software development.

5) Trello is a web-based task and project management platform that uses the concept of "boards", "lists" and "cards" to organize work and collaborative team activities. It was created for easy use and to facilitate quick joint problem solving.



Rice. 3.7. Software Trello

(<https://trello.com/>)

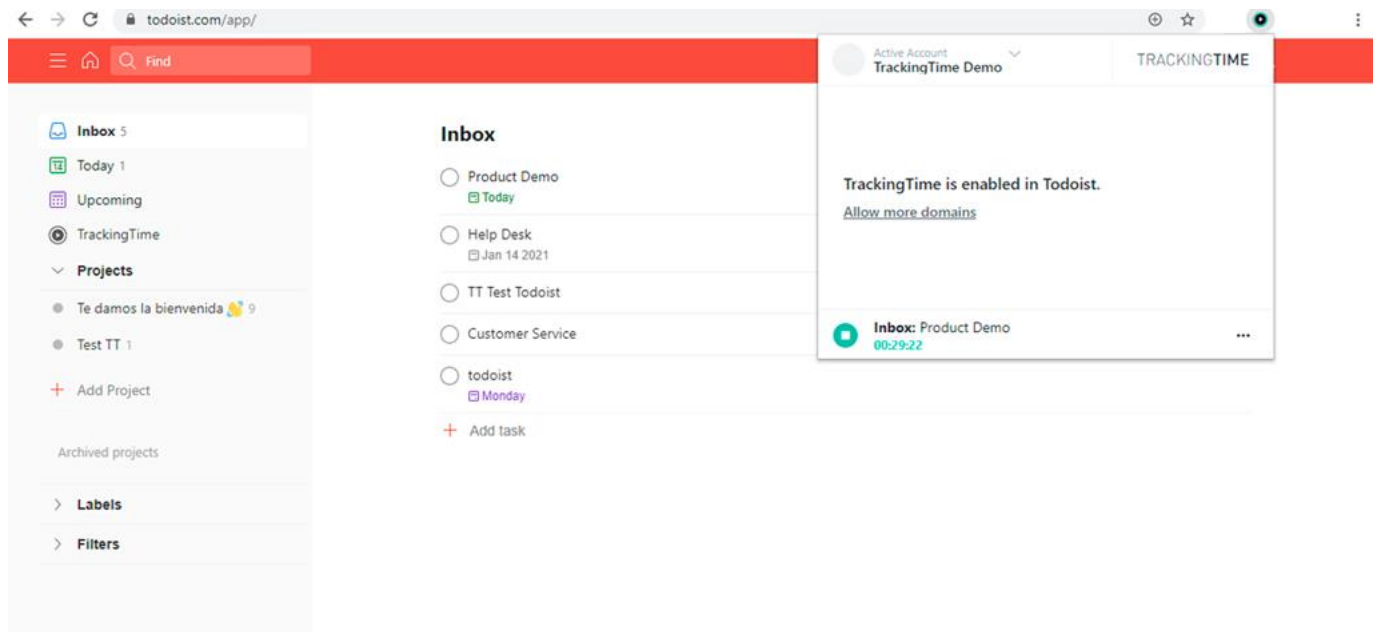
Main features of Trello:

- Organization of work on boards that correspond to lists, and they, in their own time, work with tasks.
- Definitions and deadlines, each card can be assigned to a corresponding user, and deadlines can be set.
- Additional tabs and file attachments for more detailed information.
- Archiving and archives, a convenient function of archiving boards and cards to save history and organize the workspace.
- Can integrate additional tools (Dropbox, Slack, Evernote, Twitter, etc.).
- It is supported by various operating systems (Microsoft Windows, macOS, iOS, Android).
- Flexibility and ease of use.

- Working in real-time, changes can be observed and changes made in real-time for effective collaboration.[51]

6) Todoist is simple and clear for beginners, effective both for teamwork and for increasing personal productivity. Allows you to distribute tasks by projects and subprojects, change the topic, add comments, attach files and manage joint projects.

There are three tariffs: Todoist free (only basic functions and limit of 5 people per project), Todoist premium (paid, limit of 25 people per project), Todoist business (paid, limit of 50 people per project).



Rice. 3.8. Software Todoist

(<https://todoist.com/ru/integrations/apps/trackingtime>)

Key features of Todoist:

- You can monitor tasks, prioritize them, create filters.
- You can download Todoist on Android, iOS, Mac, Windows, and you can work from a browser - Todoist supports Chrome, Firefox, Safari, Outlook, Gmail.

- One of the advantages is a number of color schemes available to the user, automatic transfer of new tasks to the incoming list, convenient filters and labels that help sort tasks.

- Security layers and privacy, you can set the level of privacy for tasks and projects.

- Notifications and messages, you can set notifications and receive notifications about upcoming deadlines and tasks.

7) Redmine is a flexible application for project management, among the tools of which there is a calendar, forums, role settings, e-mail notifications. Allows you to simultaneously manage several projects, access to which is controlled on the basis of roles. Redmine provides a wide range of opportunities for joint work on other types of projects.

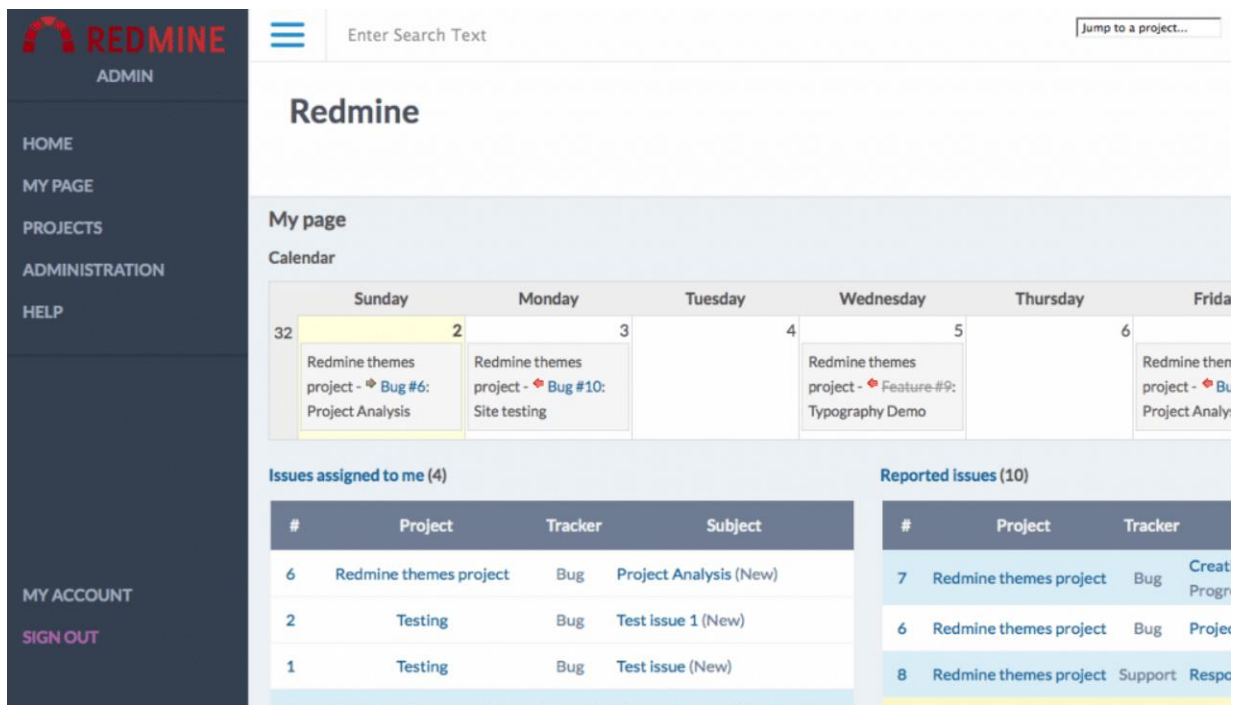
Main features of Redmine:

- Multilingual interface.
- Task tracking, tracking the status and progress of tasks at different stages.
- Integration with various management systems.
- Collaborate and discuss, you can comment on tasks and discuss project details for effective team communication.

- Self-registration of the user is a designer application, where you need to independently select a combination of plugins that meets the needs of a specific consumer.

- Modularity and expansion, it is possible to customize and supplement the functionality with the help of plugins and modules.

- Defining user roles and restricting access rights to ensure security and privacy.[52]



Rice. 3.9. SoftwareRedmine

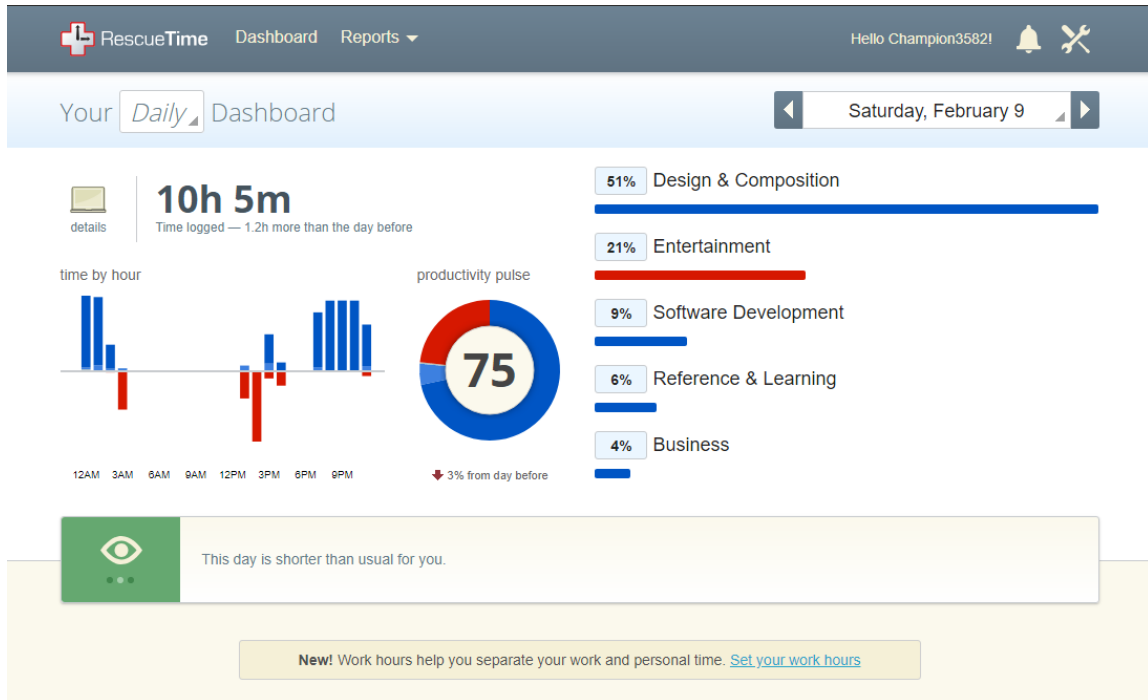
(<https://rubyroidlabs.com/blog/2016/07/redmine/>)

8) RescueTime is a program and service for tracking and analyzing the use of time on a computer and mobile devices. This tool is designed to measure efficiency and productivity, and to provide users with sites during their working and special habitual times.

Key features of RescueTime:

- Automatic activity tracking shows how time is spent by analyzing your activity on your computer and mobile devices.
- Categories and ratings, classifying your activity into categories (work, entertainment, social networks, etc.) and setting a performance rating.
- Display time spent on specific websites, applications, or tasks.
- Sending alerts and alerts to notify you of important moments in your time use.
- Automatic data backup and privacy of your personal reports.

- Ability to integrate with other productivity tools such as GoogleCalendar, Asana, and more.
- Availability of mobile applications for tracking time and productivity on various devices.



Rice. 3.10. SoftwareRescueTime

(<https://medium.com/luminesce/track-where-you-spend-your-time-with-rescuetime-ff7dc320ff80>)

9) Slack is a communication platform specially created for communication and collaboration in teams and organizations. The main goal is to facilitate information sharing and collaboration between work groups by providing convenient tools for sharing, file sharing, and integration with other work tools.[53]

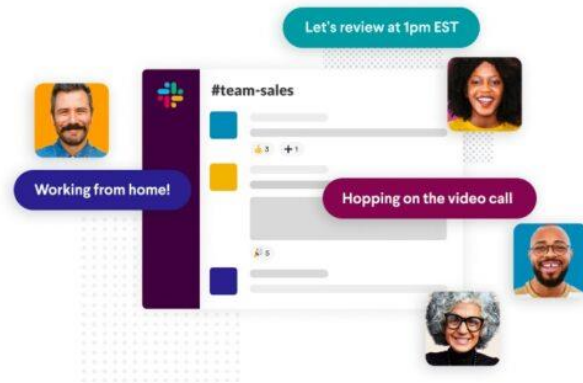
WORK FROM HOME

Slack brings the team together, wherever you are

With all of your communication and tools in one place, remote teams will stay productive no matter where you're working from.

LEARN MORE

CONTACT US



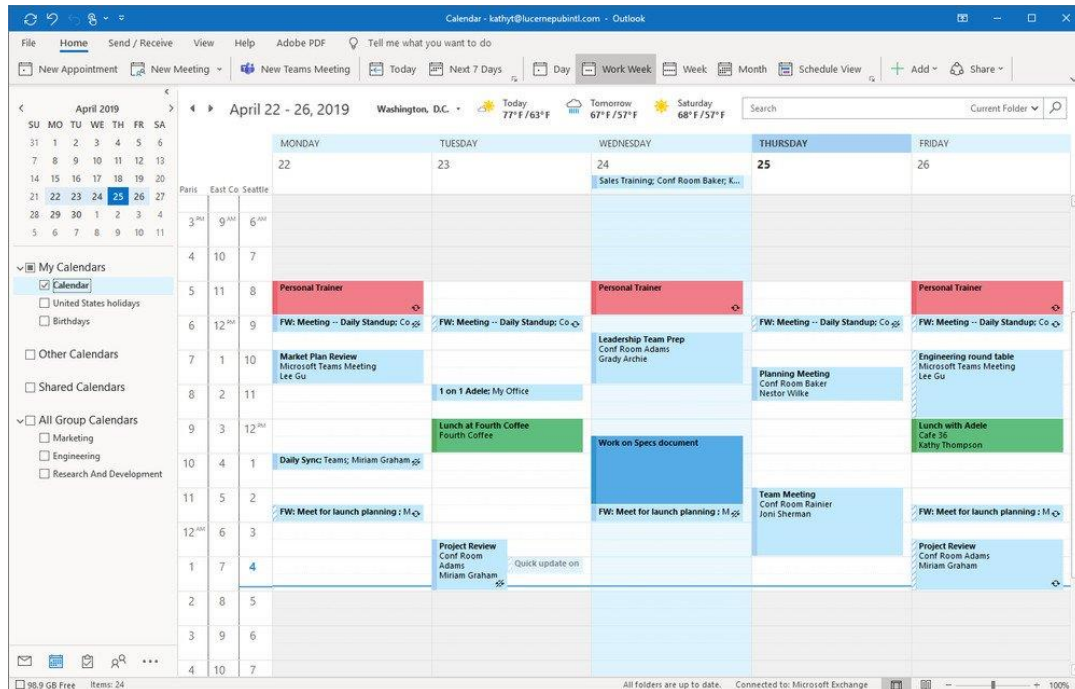
Rice. 3.11. SoftwareSlack

(<https://slack.com/intl/en-gb/blog/collaboration/mastering-time-management-at-work>)

Key features of Slack:

- Organization in channels and groups for effective communication by topics or projects.
- The ability to exchange text messages, including the ability to attach files and images.
- The ability to interact in private mode to discuss topics that do not concern the entire team.
- Integration with other tools like GoogleDrive, Trello, GitHub and more.
- Saving messages in real time, which allows you to quickly respond to changes.
- Support for remote work and availability of mobile applications for work on different devices.
- The ability to customize the interface and add extensions for your own needs.

10) Microsoft Outlook is a comprehensive tool that combines email, calendar, tasks, and contacts. It was developed by Microsoft and is part of the Microsoft Office suite. Outlook provides users with tools to effectively manage email and personal and professional plans.



Rice. 3.12. Software Microsoft Outlook

(<https://www.windowscentral.com/outlook-windows-gets-new-time-management-capabilities-office-365>)

Key features of Microsoft Outlook:

- Allows you to send, receive and organize emails.
- The built-in calendar lets you create, share, and set event reminders.
- Ability to create task lists, schedule and track tasks.
- Storing and organizing contacts, as well as searching by contacts.
- Ability to quickly find emails, events and contacts using various criteria.
- Outlook integrates with other Microsoft services such as Microsoft Teams, OneDrive, SharePoint, and more.

- Available on various platforms including Windows, macOS, Android and iOS.

- Measures to protect against spam and viruses, as well as the ability to manage privacy.

Therefore, each program is a set of tools that together form a whole, which creates conditions for the effective functioning of the system and its individual subsystems.

The variety of programs is constantly increasing, they are being modernized depending on the changing needs of consumers and the specifics of the conditions of their use. However, they are based on classic approaches to time management: goal-setting, planning (with mandatory allocation of clear deadlines and success criteria), prioritization.

In general, the use of software for the formation of an effective corporate time management system involves not just making changes to the technological component of the company's management system with an emphasis on the processes of planning and organizing time through the introduction of specialized time management methods.

Modern technologies are primarily designed to simplify the processes in which they are used. But they can very easily become time traps and reduce the company's productivity. It is about the fact that, when implementing computer programs for planning and organizing time at the enterprise, it is necessary to make appropriate changes in the functioning of all other elements of the management system in the company and their relationships with the maximum use of the advantages of the software[54]:

- increasing staff productivity;
- increasing the accuracy of accounting of working hours and attendance;
- prevention of wage abuse;
- employee access to work schedules;

- scalability of the planning and time management system;
- analytics in real time;
- savings of monetary resources;
- increasing the morale of the staff.

Therefore, when choosing the software of the corporate time management system, it is important to take into account its main characteristics: ease of use, flexibility, orientation to cooperation between team members and management.[55]

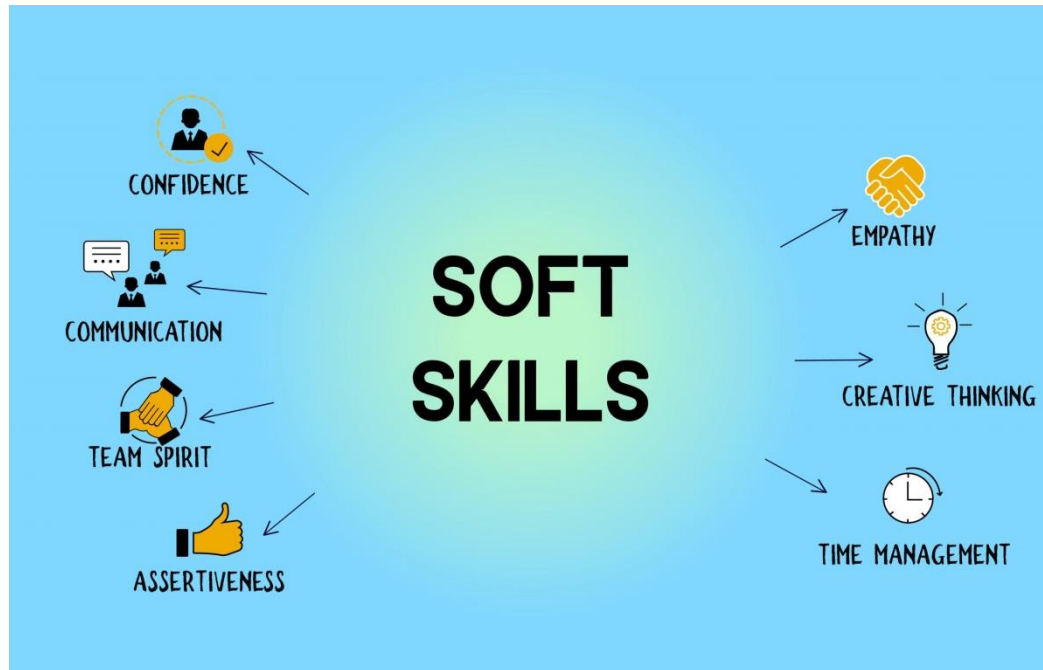
3.2. Modern requirements for SoftSkills: organizational development and skills to increase personal effectiveness at work

Today, more and more attention is paid to finding candidates with the necessary "soft" skills - the so-called soft-skills. They are of crucial importance for the successful completion of this or that task, as well as for work efficiency and compliance with the corporate culture as a whole. As a result, 93% of employers consider soft-skills to be a "substantial" or "significant" factor when making a hiring decision.

However, unlike the qualifications and skills acquired through education and training, softskills are more difficult to study, measure and evaluate. Over 60% of hiring managers agree that screening for these skills is a challenge. These skills are not the competencies we are used to, which can be given a specific score for knowing or not knowing a professional approach to solving a task. Therefore, companies often look for innovative approaches to defining soft-skills among their employees. [56]

To begin with, soft-skills are a set of general, non-specific qualities and skills for a specific profession. A person who owns them copes with his tasks more

effectively, builds communication with the team, partners and clients, and also successfully moves up the career ladder or develops his business. Examples include confidence, communication, team spirit, assertiveness, empathy, creative thinking and time management.



Rice. 3.13. SoftSkills

(<https://www.newsoftskills.com/about-us/>)

Soft skills are skills that are part of your personality. These skills help you get along with others, communicate effectively, and work well in a team.

When problems arise, softskills come to the rescue to help solve them. If there are people who are difficult to deal with, soft communication skills can help calm the atmosphere. Softskills are sometimes called "people skills" because they make your interactions with others smoother.

Consider the classification of soft communication skills:

- Soft skills help you work well with others.
- Soft skills help to perform work more efficiently.

Soft skills also help you work smarter and better. This means that you are more productive because you can think quickly, have good time management skills

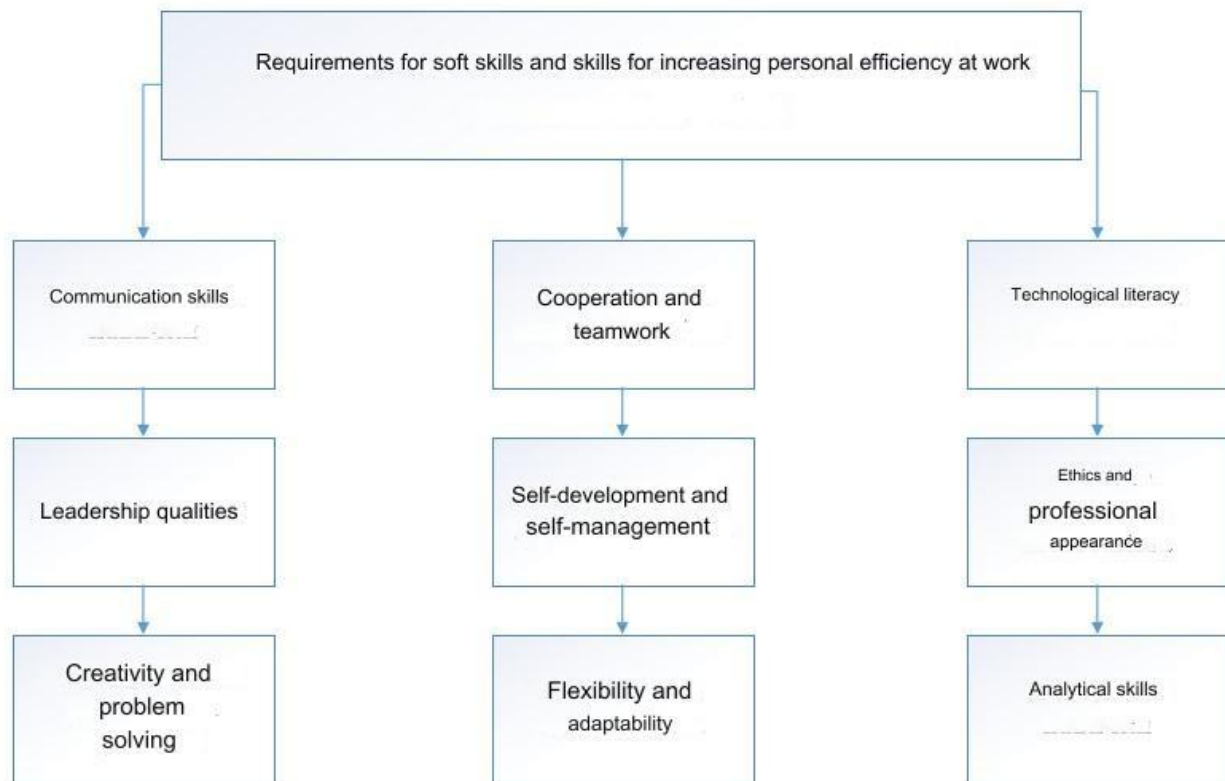
and are self-motivated to do your best work. These skills are transferable to any position and they create a good atmosphere in the office.

The first studies in the field of flexible skills began only in the 1960s and 1970s. Initially, managers and leaders were required to have such skills and abilities. But since the end of the 20th century, recruiters began to note the importance of soft skills, to varying degrees, in employees of all levels and positions.

Some companies would argue on this point, arguing that the most important thing is professional competence. But without the necessary set of "soft" skills that reinforce knowledge related to the performance of tasks, you can hire a robot or replace the vacancy with an automated program with the same success. Since the automation of business processes is steadily increasing, the only thing that separates us from robots is a set of softskills.

Moreover, statistics tell us that up to 67% of HR managers are willing to hire a candidate with good soft skills, even if he has no technical skills.

Softskills are qualities, characteristics and skills that do not relate to specific technical or professional areas, but affect the way a person interacts with others and performs their professional duties. Softskills are the product of a successful career and effective communication in both personal and professional life. They help increase productivity, improve work quality, and build successful relationships with colleagues, clients, and partners.



**Rice. 3.14. Requirements for softskills and promotion skills
personal effectiveness at work**

Source: developed by the author based on the source [57]

Let's consider in more detail some requirements for softskills and skills to improve personal efficiency at work:

1) Communication skills:

This is everything that helps a person establish a relationship with a team, employees or partners. As well as the ability to communicate correctly, express an opinion, present yourself and your work. Among the communication skills, the following are most often distinguished:

- the ability to listen to the interlocutor;
- ability to negotiate, negotiate, persuade;
- understanding non-verbal signals and communication;
- self-presentation;
- ability to speak in public, public speaking;

- correspondence skills, written communication.

2) Leadership qualities:

Although not all professions and positions require leadership skills, most employers appreciate the ability to organize, manage a team or a group of employees in every employee. This usually includes:

- the ability to avoid or resolve conflicts;
- ability to create agreements, agreements;
- effective delegation skills;
- effective moderation of discussions or finding solutions to problems;
- management skills (management of meetings, interviews or negotiations);
- mentorship and ability to teach.

3) Creativity and problem solving:

This is one of the key categories of soft skills, which achieves an individual's ability to generate new ideas, think creatively, and solve problems effectively. This category includes a number of skills and qualities:

- the ability to create new and non-standard concepts;
- the ability to understand complex situations and analyze information;
- the ability to try new ideas and methods;
- ability to work independently and take initiative;
- ability to interact and generate ideas in a team.

4) Cooperation and teamwork:

This is an important category of soft skills that defines the ability to work effectively in a group and interact with other team members to achieve common goals. Includes a number of skills and characteristics:

- the ability to work together with others to achieve a common goal;
- the ability to listen to other ideas and express their own;
- the ability to distribute tasks and define roles in a team;

- the ability to recognize potential sources of conflicts and avoid them;
- willingness to help other team members if necessary;
- ability to understand and respect the roles of different team members;
- the ability to trust other team members;
- the ability to adapt to different functions and responsibilities in a team.

5) Self-development and self-management:

This is a category of soft skills, which includes skills and qualities aimed at personal development, self-knowledge and the ability to effectively manage one's own resources. This is an important aspect in career growth and achieving personal goals. Here are some key aspects that fall into this category:

- continuous training and development;
- the ability to objectively assess one's skills and characteristics;
- ability to identify important tasks and delegate tasks when necessary;
- the ability to manage one's emotions in stressful situations;
- the ability to perform tasks without external pressure;
- development of a professional career development strategy;
- the ability to adapt to new conditions and challenges;
- willingness to make efforts to achieve high results.

6) Flexibility and adaptability:

These are important soft skills that help the individual to adapt to new conditions, change in the work environment and show flexibility in solving tasks and interacting with others. Here are some key aspects that fall into this category:

- readiness for change;
- effective adaptation to new tasks and conditions;
- the ability to cooperate with people who have different approaches to work;
- the ability to make decisions independently in changing conditions;
- the ability to use constructive feedback to improve work;

- the readiness of the team adapts to changes in its tasks or composition;
- the ability to look at problems from different points of view and look for new solutions;
- support and cooperation in a team.

7) Technological literacy:

Search for the level of knowledge and skills related to modern technologies and information means. Here are some aspects that fall into this category:

- the ability to effectively use a computer and operating system;
- understanding the basics of network security and applying appropriate measures;
- the ability to effectively use e-mail and other means of communication;
- knowledge and ability to work with specialized programs in accordance with one's field;
- the ability to effectively use social networks for communication and work with content;
- basic knowledge of the principles of operation of computers and their software;
- ability to use technologies specially designed for managing business processes;
- understanding threats and digital security measures.

8) Ethics and professional appearance:

This is a set of norms and standards of behavior that are required in a professional environment. These soft skills are key to a successful career and building positive relationships in the work and social environment. Here are some aspects that fall into this category:

- assimilation and compliance with the rules and policies of the organization;

- maintaining an official and professional appearance in the work environment;

- the ability to work effectively in a multicultural environment;

- the ability to communicate clearly and effectively with colleagues and clients;

- the ability to avoid conflicts of interest and comply with relevant rules;

- respectful and correct attitude towards customers and colleagues.

9) Analytical skills:

Ability to understand, interpret and analyze information to make informed decisions. These skills are a key element in many areas of life and work. Aspects that belong to this category:

- effective search and selection of data;

- identifying and understanding key trends;

- the ability to create logical arguments;

- creation of various solutions for choosing the most optimal one;

- knowledge and ability to use different frameworks for structuring information;

- the ability to come up with new ideas and approaches;

- the ability to effectively analyze and understand complex situations;

- the ability to clearly and succinctly express their conclusions and recommendations.

A balanced combination of these skills allows you to be successful in the labor market and organizations to create a productive and innovative environment. Softskills are important for success in various industries and play a key role in modern professional life.[58]

Personal softskills mean that you can contribute to creating a positive and productive work environment. These skills are manifested in the workplace in communication with the team and customers.

Softskills can also be developed through training. However, most often, many of the skills must be inherent to the candidate from nature or acquired in the process of education from childhood. They are classified under personality characteristics such as introvert/extrovert or individual/team player, leader/doer, etc.

More often than not, companies and hiring professionals are looking for not just individual skills in candidates, but a whole set of skills.

When looking for employees, many companies look for a golden balance of hard and soft skills in candidates. An ideal mix of non-conflict, stress resistance and professional qualifications backed by experience is highly valued in the labor market. [59]

Table 3.1.

The 11 most popular skills in the world 2023 according to Forbes and LinkedIn:

Forbes	LinkedIn
Communion	Communication
leadership	leadership
Team work	Project management
Art	Time management
Time management	Adaptability
Adaptability	Ability to work in a team
Difficulty	The ability to convince
Labor ethics	Creativity
Critical thinking	Critical thinking
Conflict management	Motivation
Emotional intelligence	Validity

Source: developed by the author based on the source [91]

In order to achieve results, you must not be afraid to take the initiative in work, in communication with colleagues, and also ask for feedback from them and the management. Thus, it will be clear which qualities need to be pumped.

Sometimes, to understand what exactly is missing, it is enough to remember situations when you had to do something that caused discomfort or difficulties.

The most effective way is group or individual courses that allow you to upgrade soft skills in a short period of time.

—For example, gain experience in business communication and look at the work of the best managers.

—You can improve your communication skills (and at the same time learn a foreign language) during the trip for summer vacation or language courses abroad.

—Understanding what professional and personal qualities need to be developed will help professional testing for teenagers and professional test for adults.

Reading special literature also helps a lot in self-improvement. Many books have already been written that can help improve skills:

- D. Carnegie. "How to stop worrying and start living." Useful material for young professionals who experience severe stress at work. Helps rethink your values and form new ones.

- M. Atavar. "Creativity. Use non-standard solutions every day." A book by a famous British artist, which contains 20 effective exercises for boosting creativity.

- N. Regier. "Conflict is a gift. How to direct the energy of disagreements in a peaceful direction." It helps to analyze the causes of conflict and to learn how to prevent and resolve conflicting situations.

- M. Dorofeev. "Jedi Techniques: How to Train Your Monkey, Empty Your Inbox, and Save Your Brain Fuel." The book contains valuable tips for increasing efficiency.

- D. Kahneman. "Think slowly, decide quickly."

And dozens and dozens of other good books about different skills. Well, a combination of several options can give an even better result. Also, it is important to remember that softskills are developed throughout life and are a reflection of our unique experience and knowledge.

Softskills are an indispensable element in daily work with an employee, which will determine not only the result of his work, efficiency and potential, but also show how he builds communication and relationships with the team.

Therefore, already at the stages of recruitment, you need to make sure that the candidate fully meets the soft skills that you want to see in a future colleague. HRM programs will help in determining both the candidate's competencies and soft skills, which can later be left in the profile notes and used as an auxiliary factor in the selection for the position. [60]

Another simple but important instruction on how to demonstrate softskills at an interview:

—It is necessary to come to the interview in advance or on time - in this way, show punctuality and reliability.

—Maintaining eye contact and active listening.

—You need to speak clearly and on the topic, answer the questions - in this way, the employer will appreciate the skill of effective communication.

—You need to honestly answer questions about your resume and experience, and not be afraid to talk about mistakes and successes.

—Ask clarifying questions - show attention to details.

Another useful tip is not to be afraid of probationary periods. Even if in the end for some reason you are not accepted to the desired position, you can gain valuable experience. At the next job, there is an opportunity to learn more quickly and cope with current tasks. Each attempt is already experience, which, accumulating, turns into a solid skill.

It is necessary to develop soft skills in the modern world literally constantly. More and more employers around the world are starting to look for candidates with an emphasis on soft skills, although hard skills always remain a basic hiring requirement.

So, today the softskills of an employee are a priority of modern companies and the team cannot do without them. Such skills as the ability to listen, communicate, empathize, jointly find non-standard solutions, clearly present and express opinions, turn a technical worker into an interactive team member, part of a professional community and a modern person.

3.3. Ways to improve management decision-making processes and rationalize time in the manager's activities

In the modern business environment, where changes are becoming the norm and competition is too fierce, managers are constantly faced with the need to make effective management decisions and rationalize their time. Ensuring efficiency in these areas determines the success and sustainability of the organization in conditions of uncertainty and pace of change.

Undoubtedly, every manager of one or another level always strives to make the best, most optimal management decision that will ensure a successful solution to the problem, issue. Taking into account the circumstances that management decisions are multifaceted and contain economic, social, organizational, legal, psychological and pedagogical components, a successful decision must meet the following requirements, namely:

- a) scientifically based;
- b) purposeful;
- c) quantitatively and qualitatively defined;
- d) legitimate;

- e) optimal;
- is) comprehensive;
- g) flexible;
- h) fully decorated.

Management decisions are mostly classified according to several characteristics (Table 3.2).

Table 3.2.

Criteria for the classification of management decisions

Criteria for the classification of management decisions	Types of management decisions	Characteristics of types of management decisions
by scope	general solutions	concern the entire organization
	partial solutions	relate to specific divisions, services, problems, etc
by duration of action	promising solutions	implemented over a long period of time (more than 1 year)
	current decisions	are implemented in the short term to ensure the ongoing operation of the organization
by the level of acceptance	decisions at the highest (institutional) level of management	decisions are made by top managers and relate to long-term planning, defining broad goals and strategies, direct management of the work of middle managers
	decisions at the middle (managerial) level of management	decisions are made by middle-level managers and relate to the management of individual divisions, management of the work of lower-level managers
	decisions at a lower (technical) level of management	decisions are made by lower-level managers - supervisors and relate to control over the performance of production tasks
according to the specifics of tasks solved by the organization	organizational programmed solutions	are characterized by a small number of alternatives or a single option; are taken periodically in standard situations

	organizational non-programmed solutions	caused by new factors and situations; such can be decisions regarding the realization of the organization's goals, improvement of product quality, improvement of the management structure, motivation methods, etc
	compromise solutions	designed to balance the contradictions that arise
according to the method of justification	intuitive solutions	are based on the manager's feelings about the correctness of the choice; their validity and optimality depend on the personal qualities of the manager
	judgment-based decisions	are based on judgments (opinions, considerations, conclusions); their prerequisite is knowledge, experience, seniority, qualification; are formed quickly, but often do not take into account new alternatives
	rational decisions	are based on scientifically based analytical processes; are mostly the most objective
according to the method of acceptance	individual decisions	are prepared and taken individually
	collegial decisions	are prepared by a group of specialists, and are accepted by the corresponding group of managers
	collective decisions	are adopted by the general meeting, the relevant team
by character	economic decisions	aimed at choosing effective methods of economic management
	technological solutions	processes in the organization related to the functioning of the technical component of production activity
	socio-psychological solutions	focused on the choice of effective methods of managing social processes in the collective of the organization
	administrative decisions	relate to the administrative management of the organization

Source: [61]

Improving management decision-making processes can significantly increase the efficiency and effectiveness of an organization. Let's consider the key ways to achieve this goal.



Rice. 3.15. Improving acceptance processes management decisions

Source: developed by the author based on the source [62]

1) Collection and analysis of information:

- definition of goals and key issues;
- collection of information;
- use of technologies and analytical tools;
- information quality and reliability control;
- systematization and structuring of data;
- trend analysis and forecasting;
- use of graphs, charts and other visualization tools to clearly present the results;
- continuous monitoring.

Ensuring effective collection and analysis of information to achieve reliability and accuracy of data on which management decision-making will be based. This process will help managers to be well prepared for complex tasks and through more informed and successful managerial decision-making.

2) Involvement of the team:

- creating a team approach;
- definition of roles and responses;
- open communication;
- attracting a diversity of views;
- analysis of risks and benefits;
- post-decision support.

Involving teams in management decision-making is a critical element for success in any organizational context. Collective intelligence and diversity of views can lead to more informed and effective decisions.[62]

3) Defining the goal and strategy:

- definition of strategic goals;
- analysis of the internal and external environment;
- creation strategy;
- assessment of the level of risks;
- key performance indicators;
- involvement of the team in the process;
- regular updates and adjustments.

Defining clear strategies and goals is a stage in management decision-making, after which they establish the direction of action and success criteria for the organization. A balanced approach that takes into account the interests of all interested parties, thanks to the created strategy that corresponds to the mission and purpose of the organization.

4) Use of technologies:

- data collection and processing;
- electronic platforms for collective decision-making;
- effective data storage and processing;
- data visualization;
- real-time analytics;
- mobile technologies for accessing information;
- cyber security

The use of technologies in the process of making management decisions allows to increase the speed of decision-making, increase their validity and provide more accurate and informed analysis.

5) A systematic approach to decision-making:

- understanding the system;
- holistic view of the task;
- management of changes in the system;
- involvement of all interested parties;
- adaptability and flexibility;
- environmental impact assessment;
- feedback.

A systems approach to decision-making makes decisions as part of a larger system, taking into account the interrelationships and influencing the various elements of this system.

6) Change management:

- analysis of the situation and needs;
- definition of change strategy;
- communication and involvement of interested parties;
- effective leadership role;

- monitoring and identification of risks;
- support and assistance;
- evaluation and study of educational experience;
- systematic approach.

Effective change management involves not only the introduction of new ideas, technologies and processes, but also taking into account the impact of these changes on the organizational culture of employees.

7) Professional development and team development:

- needs analysis;
- development of individual development plans;
- education and training;
- online resources and courses;
- project tasks;
- support for collective development;
- stimulation of self-development.

Professional development and team development is an integral part of a successful management strategy, without the competence and development of personnel it becomes a competitive advantage for any organization.

8) Effective use of funds:

- optimization of work processes;
- software tools;
- effective use of information;
- strategic resource management;
- innovation and research.

Effective use of resources involves the creation of optimal technological solutions and balanced personnel management.

9) Rating and feedback:

- determination of key performance indicators;
- project evaluation system;
- questionnaires and surveys;
- feedback;
- assessment of processes and systems;
- customer feedback;
- regular communication and correction;
- experiential learning.

Evaluation and feedback is a key element of effective management, allowing an organization to determine the success of its initiative, identify areas for improvement, and ensure interaction between higher levels of management. [63]

10) Ethics and responsibility:

- social responsibility;
- compliance with laws and standards;
- transparency and openness;
- studying the impact on the environment;
- ethical use of data;
- ethics in relations with clients and partners.

Ethical entrepreneurship and responsibility for the long-term success of the organization contributes to creating a positive impact on the environment and society as a whole.

By applying these strategies, an organization can improve its decision-making processes and achieve greater success in a rapidly changing business environment.

Summarizing opinions about the technology of making and implementing managerial decisions, it is possible to distinguish the following stages of development and making of managerial decisions. (Fig. 3.16)

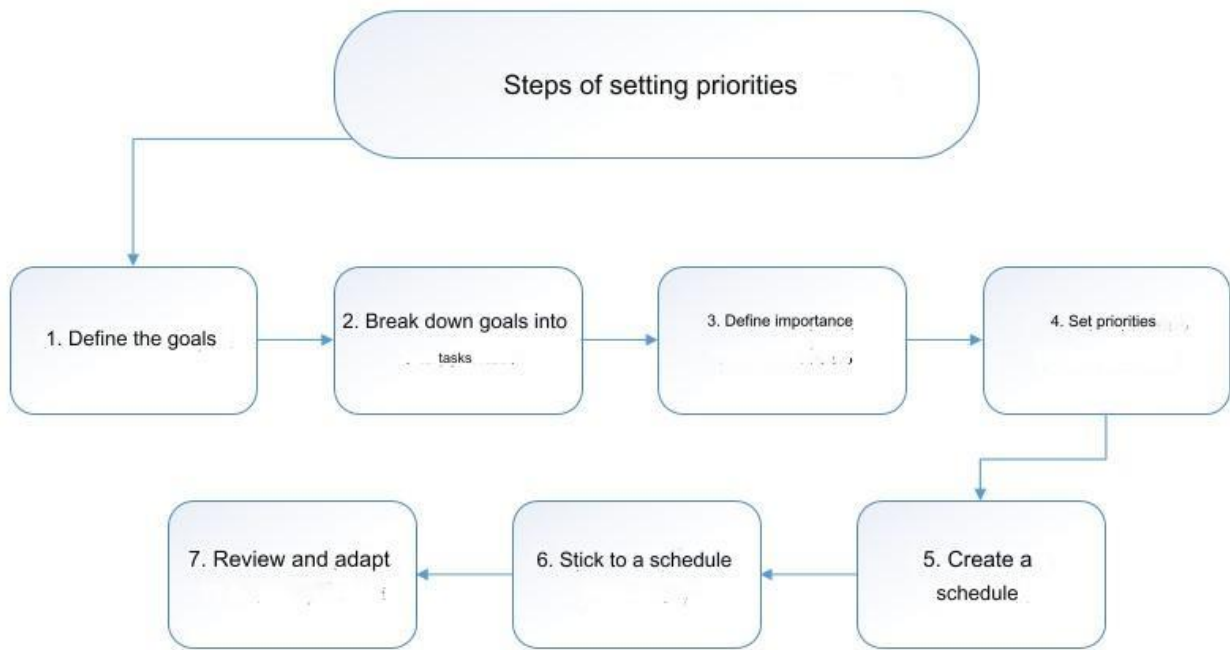


Rice. 3.16. Stages of development and management decision-making

Source: developed by the author based on the source [92]

To improve the efficiency of working time with the introduction of time management technology at the enterprise, it is necessary to: clearly plan goals and tasks for a month, not just for a working day; plan tasks according to urgency and complexity; divide complex and large tasks into small ones; not to solve personal issues during working hours; focus on the current business, do not hurry and do not fuss, switching from one business to another.

Goal setting and prioritization play an important role in time management. These two components help you manage your time more effectively and achieve your goals.



Rice. 3.17.Steps of setting priorities

Source: developed by the author based on the source [93]

Let's consider several steps that are important in this process:

1) Define the goals. Start by defining what you want to achieve. What goals do you need to achieve in different areas of life, such as work, education, personal development, family, etc.? Write these goals down.

2) Break down the tasks. Break down the goals into specific tasks and steps necessary to achieve all goals. This will help make them more attainable.

3) Determine the importance. Assess the importance of each task or goal. Use an importance and urgency matrix, such as the Eisenhower matrix, to use the program.

4) Set priorities. Prioritize each task based on principles and urgency. This will help you understand what you need to work on first.

5) Create a schedule. Develop a daily or weekly schedule, taking into account the established priorities. Try to assign the most important and urgent tasks to the first plan of the working day or week.

6) Stick to the schedule. Stick to your schedule by completing tasks in a set order. Avoid distractions.

7) Review and adapt. Review your schedule and goals regularly. Change preferences if required. Adapt to new resources and learn to improve your time management.

It is important to keep in mind that time management is a process and can be improved over time. Focus on your goals and objectives, stick to a schedule, and be ready to adapt to change.

Streamlining is a key time for effective management, especially for managers who have multitasking responsibilities and a large workload.

Let's consider in more detail practical tips for rationalizing the manager's time. (Fig. 3.18)

1. Time planning – creation of a daily, weekly and monthly work schedule taking into account the results of tasks; determining task priorities and giving them priority; using task lists to track and complete tasks.



Rice. 3.18. Tips for rationalizing the manager's time

Source: developed by the author based on the source [64]

2. Delegation of tasks – determination of tasks that can be delegated to other team members; providing clear instructions and providing feedback.

3. Effective use of technologies - use of programs and applications to organize working time; using scheduling and reminder functions.

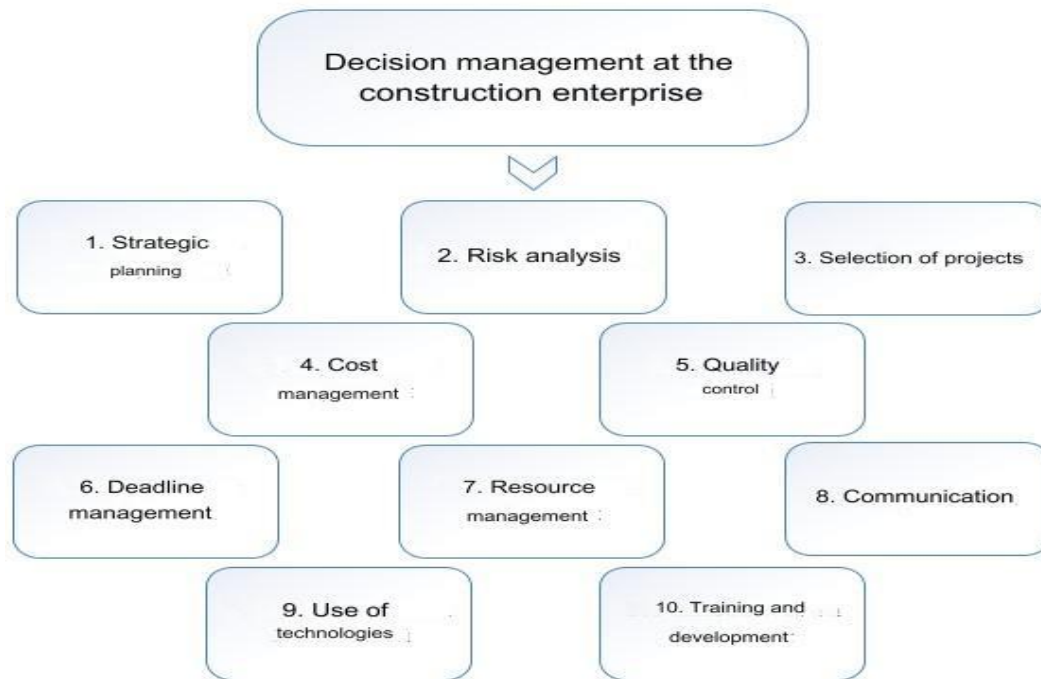
4. Break management – using short breaks to restore energy and increase productivity; planning vacations to recharge energy.

5. Effective communication - shortening the duration of the meeting and focusing on the main issues; definitions of clear communication channels and their effective use.

6. Getting rid of redundant tasks – defining tasks that can be performed by assistants or other employees; the ability to refuse tasks that do not bring strategic importance.

7. Training and development – developing skills and knowledge for more efficient use of time; participation in trainings and courses that help to optimize the work process.

Decision management at a construction enterprise is an important component of effective functioning and success. Here are some key aspects that should be taken into account when making management decisions at a construction company.



Rice. 3.19. Decision management at the construction enterprise

Source: developed by the author based on the source [65]

1) Strategic planning. Determination of strategic goals and production tasks that will guide the company's activities. Development of long-term strategy and action plans.

2) Risk analysis. Assessment of current risks and threats associated with construction projects and decision-making regarding their management. This includes planning for construction safety and environmental considerations.

3) Selection of projects. Determination of criteria for the selection of construction projects, their profitability and opportunities for development. Decisions on termination or continuation of projects based on the analysis of their feasibility.

4) Cost management. Monitoring and control of costs on construction projects. Decision-making on cost optimization and budget support.

5) Quality control. Ensuring high quality of construction works and production of construction materials. Decisions on correction of deficiencies and deviations from standards.

6) Deadline management. Planning and control of work execution according to the schedule. Development of solutions to prevent delays and postponements.

7) Resource management. Efficient allocation of manpower, equipment and materials to achieve maximum productivity and cost optimization.

8) Communication. Ensuring effective communication between all participants in the construction process, including clients, contractors and the project team.

9) Use of technologies. Implementation of modern technologies and software to improve the management of construction projects and provide access to important information.

10) Training and development. Providing training and development of personnel to improve their skills and abilities in management decisions at the construction enterprise.[65]

It is important to remember that effective decision management at a construction enterprise requires the involvement of strategic plans with operational decisions, regular monitoring and adaptation to changes in market conditions and technological trends.

In today's world, the pace of life is fast and the requirements for efficiency are too high, the rationalization of time in the manager's activity becomes sufficient, because the effective use of time is the effective success and effectiveness of management activities.

In the rationalization of the manager's time, it is important not only to successfully perform tasks, but also to ensure their quality performance. The right allocation of time between strategic planning, decision-making and operational work can significantly increase productivity and achievement of set goals.

When rationalizing time, not only the number of tasks should be completed, but also their importance. It is important to learn how to prioritize and delegate tasks, giving priority to those aspects that are of strategic importance to the company.

However, despite the need for optimization, the importance of maintaining balance and not turning all working hours into a continuous race for results. The ability to rest and restore energy also plays an important role in ensuring consistent performance.

Thus, rationalization of time is not only efficiency, but also the art of managing oneself and resources. It is a process that requires skills, strategies and continuous improvement. Responsible use of time allows you to achieve great results in work and personal life, making every moment meaningful and responsible.

CONCLUSIONS TO SECTION 3

In the context of the modern business environment, where digital technologies are becoming a necessary component of successful management, the organization of work and the implementation of corporate time management are key aspects of the effective functioning of the enterprise.

Digital technologies introduce significant changes in management processes, ensuring more efficient use of resources and increasing labor productivity. Tools for digital organization of working time allow you to automate many routine operations, which frees employees from small tasks and allows them to spend more time on strategic planning and making strategic decisions.

The use of digital tools for streamlining work and corporate time management allows enterprises to optimize their business processes, respond more quickly to changes in the environment, improve the quality of management decision-making, and contribute to the overall increase in efficiency.

It is important to note that softskills cover a wide range of skills such as communication, collaboration, conflict resolution, critical thinking. Organizations that actively promote the development of these skills among their staff remain competitive because they are able to adapt to changes in a rapidly changing business environment. .

Increasing personal effectiveness through the development of softskills contributes to improved communication, increased productivity and reduced stress levels. Accordingly, communication skills and the ability to work in a team become key, after which they contribute to building healthy working relationships and contribute to the collective achievement of goals.

In conclusion, we can say that softskills are a necessary component for the development of modern organizations and for achieving a high level of personal efficiency at work. They not only enrich the individual professionally, but also positively influence the success of the business as a whole, forming a competitive and dynamic workforce.

The rationalization of time in the manager's activity ensures not only the optimization of work processes, but also the effective use of time management tools, such as task prioritization, delegation, the use of technologies to automate routine tasks, and continuous personal development.

The implementation of modern technologies, such as analytics, task management systems, and platforms for communications and collaboration, contributes to increased work efficiency and enables timely response to changes in the business environment. Also, investments in team development, professional development, and the use of evaluation and feedback systems contribute to long-term stability and success.

Therefore, ensuring a balanced strategy and constant readiness for innovation are key components of success in the conditions of constant changes and a high rate of business development.

CONCLUSIONS

So, on the basis of study and elaboration, a theoretical generalization and a practical solution of the actual scientific and practical task, which consists in improvement of time management at the enterprise. The main results and conclusions arising from this study and elaboration can be grouped as follows:

1. The essence of the issue and the main systems and methods of time management are considered. Time management is a systematic strategy and set of skills that help you effectively manage your time and tasks in order to achieve greater productivity and set goals. The main goal of time management is to rationally allocate time between effective tasks, priorities and projects, reduce stress and the feeling of overload and increase the efficiency of your work.

2. The current state and main problems of the temporal organization of the managerial activities of the personnel and managers of the enterprise are considered. Modern management requires managers and staff to be able to effectively manage their time and tasks. The main problems faced in this context include heavy information overload, task overload, distraction, insufficient ability to plan and set priorities, as well as the problem of work-life balance.

Managers and staff must develop time management skills and use modern technologies and tools to better organize their time and resources. This will help increase productivity and ensure better performance of tasks, as well as maintain a balance between work and personal life. Developing effective time management strategies is becoming an important aspect of successful management in today's environment.

3. The main factors affecting the efficiency of the use of staff working time have been determined. The overall conclusion is that the effectiveness of the use of staff time depends on many factors, and it is important to pay attention to planning,

skills, technology and other aspects in order to achieve maximum productivity and achieve success at work.

4. Strategies for planning and time management in activities are defined PJSC HC "Kyivmiskbud". Effective planning and time management are critical to the success of a construction enterprise. This will help maintain the work schedule, reduce costs, increase productivity and ensure high quality of the work performed, which, in turn, will make customers satisfied and ensure the successful development of the enterprise.

5. Modern time management application scenarios are evaluated. Modern time management application scenarios are revealed in various aspects of people's lives and work, after which this strategy can be useful for improving productivity and quality of life. Applying time management in these scenarios will help people be more organized, productive, and achieve their goals, which may be professional or personal.

6. The skills of effective performance of job duties by the personnel of the construction enterprise are considered. Planning plays a key role in any construction activity. The ability to develop work schedules, determine priorities, rationally allocate resources and remember to meet deadlines is a necessary condition for the successful completion of any project.

Employees must be familiar with the processes and procedures relevant to their work and always be prepared to resolve potential problems through effective communication and collaboration with colleagues.

Of course, safety and quality are absolute advantages on any construction site. Personnel must be well trained to comply with safety standards, as well as ensure high quality of the work performed. Regular staff training and education is an important part of this process.

7. The implementation of corporate time management under the conditions of digitization of management decisions is evaluated. Digitization of management

decisions expands the possibilities of time management. Thanks to digital tools, it is possible to effectively manage resources, distribute tasks, communicate with colleagues even at a remote distance, analyze data and predict results.

But it is not only about technology, it is also about the approach to time. Corporate time management reminds us that time is the most valuable resource we can spend. Thus, thanks to the digitization of management decisions, it is possible to find more time to achieve the set goals.

8. Modern requirements for softskills are outlined. The ability to think critically and make decisions is the key to solving complex resulting problems and achieving results. Openness to learning and adaptability help to quickly adapt to new conditions and technological changes. Softskills reflect modern requirements for a successful specialist and leader. They not only help to achieve their own goals, but also contribute to increasing productivity and creating a positive impact on the global market and society as a whole.

9. Ways to improve management decision-making processes are considered. Planning and strategic thinking are an integral part of the decision management process. Learning and constant self-awareness help improve the quality of decisions made. The search for best practice solutions and innovations can lead to better results.

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