

Ministry of Education and Science of Ukraine  
Kyiv National University of Construction and Architecture

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The graduate thesis  
to obtain the master's degree

The topic of the work:

**Updating the system of administration by personnel of  
construction enterprises on the basis of «time management»**

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**The goal 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 study:**

- 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 temporary organization of management activities of personnel and managers of the enterprise;
- 3) identify the main factors affecting the efficiency of the use of staff working time;
- 4) 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) consider the implementation of corporate time management under the conditions of digitalization of management processes;
- 8) outline modern requirements for softskills;
- 9) develop ways to improve management decision-making processes.

**Research object:** time management technology in personnel management at a construction enterprise.

**The subject of the study:** 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;
- deduction method;
- the method of analogies: processing and comparison of information on the basis of already existing experience on this topic.

empirical methods:

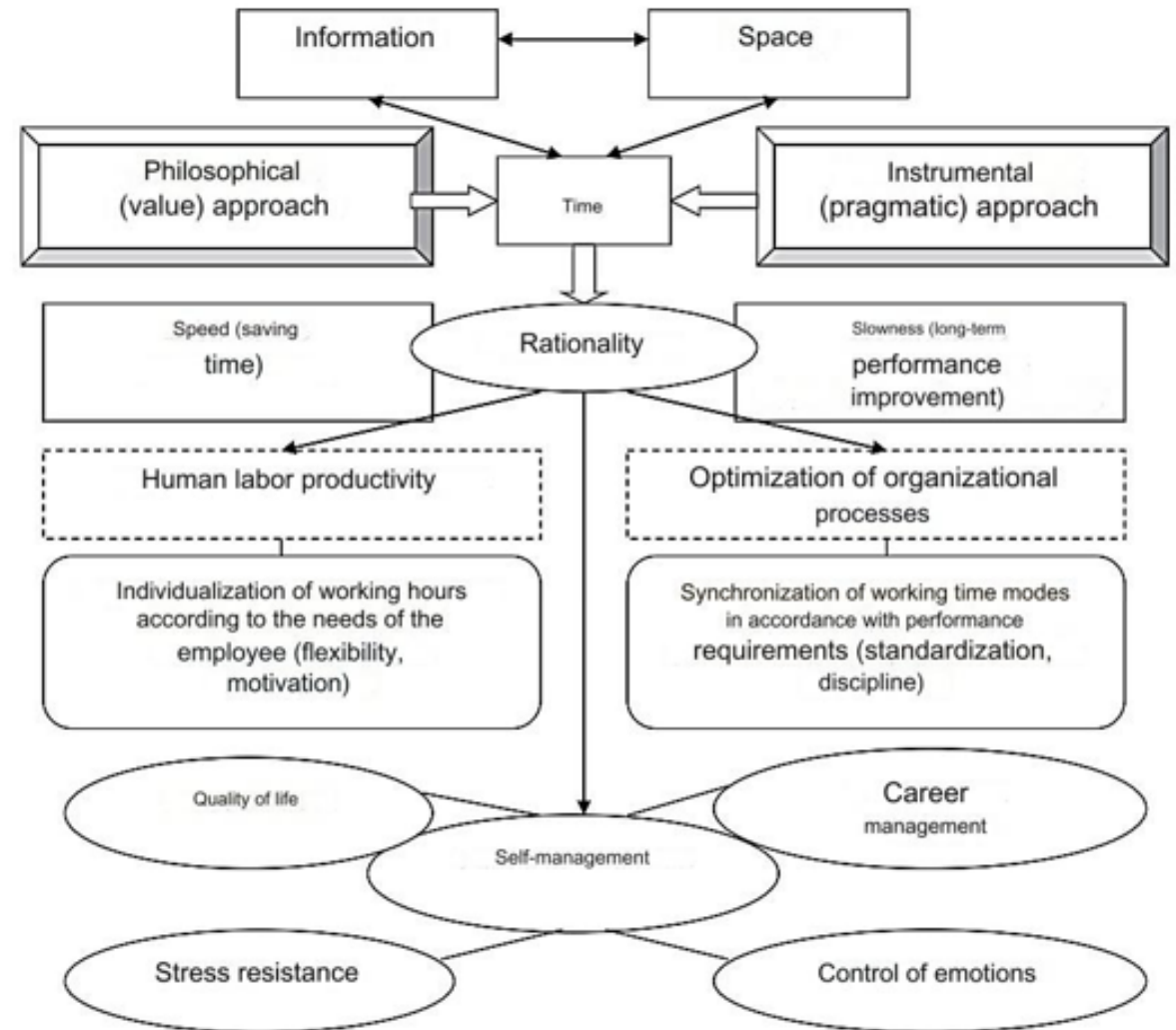
- questionnaires;
- method of observation.

**Time management is a system** that helps managers and employees to improve the efficiency of resource management through optimal use of time. This concept includes the ability to set priorities, set goals, plan work and use time as efficiently as possible.

**The main goal of time management** is not so much to speed up the execution of tasks, but to invest time correctly.

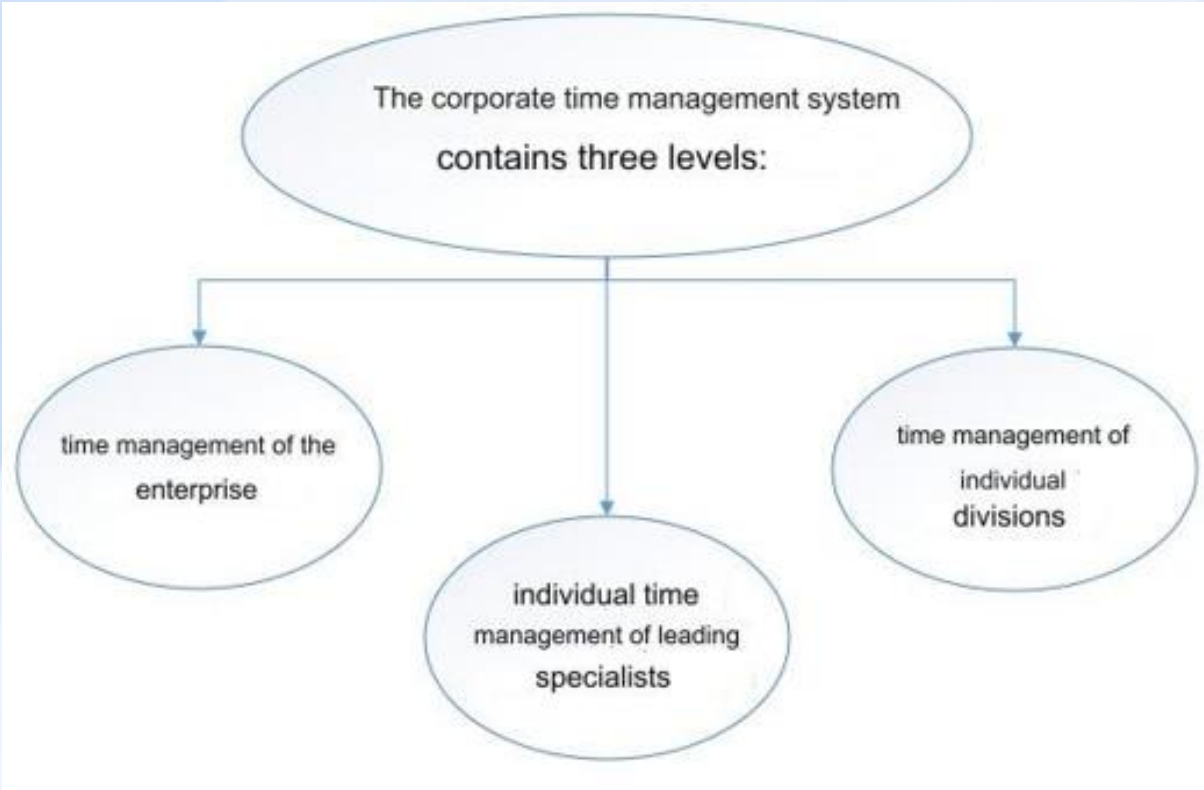
Time management develops in two aspects: as a means of increasing the efficiency of individual work, personal development and as a component of the personnel management system at the enterprise.

- Time management operates at several levels: strategic (long-term goals),
- tactical (short-term goals),
- operational (current tasks).



**Rice. 1.1. Formation of time management**

**The corporate time management system contains three levels:**



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.

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.

## The state of the temporary organization of management activities:

- 1) Busy work schedule: Many managers and company personnel feel overloaded with work schedule, 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) Inefficiency of information collection and analysis: An 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 assigning tasks: Many employees and managers do not have a clear work plan or system for assigning tasks.



## 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 distract from work and lead to dependence on electronic devices.

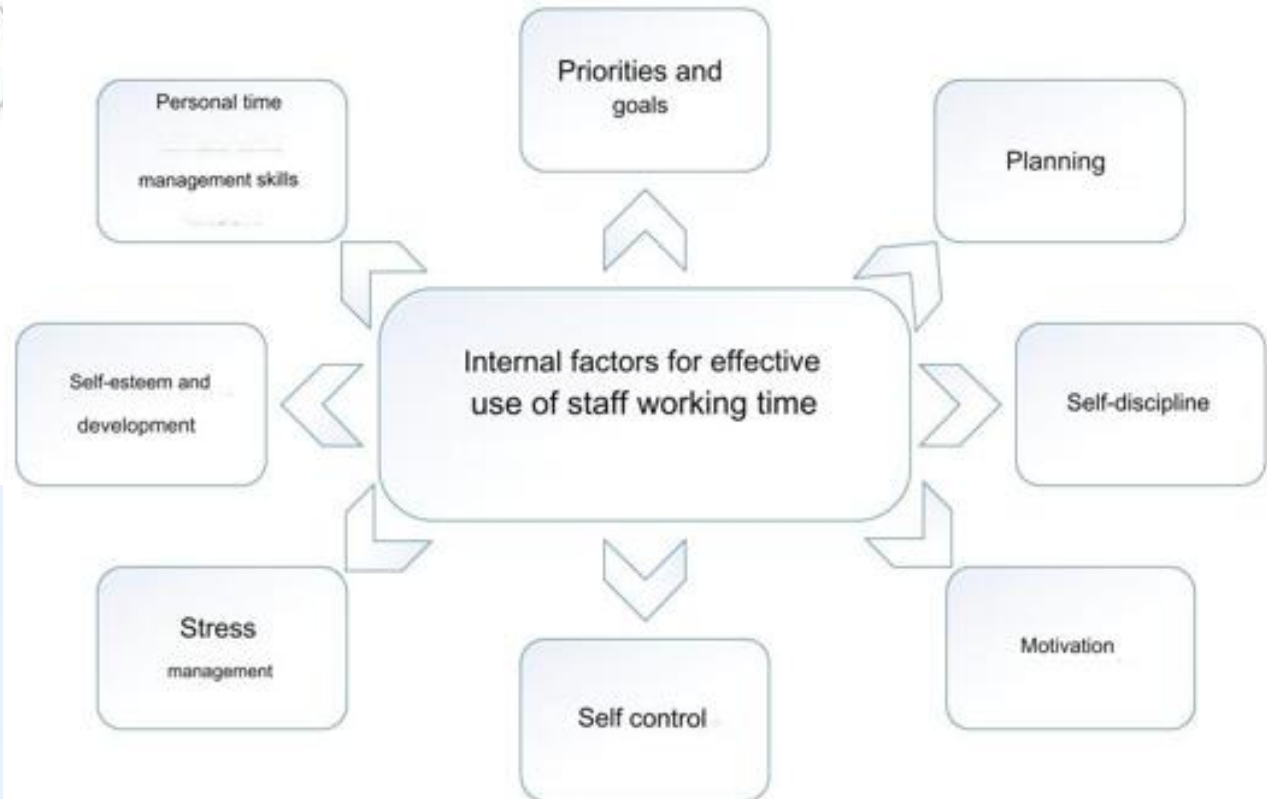


We singled out the following main problems faced by managers when implementing the principles of time management in their professional activities:

- Lack of specific deadlines: Tasks without a set deadline may remain unfulfilled because they do not find proper priority.
- Unrealistic goals: Too high or vague goals demotivate employees and promote procrastination.
- Reluctance to perform certain duties: Lack of motivation or interest in tasks reduces productivity.
- Not indicating the importance of tasks: Important and urgent tasks can be overlooked if not highlighted in the general list.
- Postponing unpleasant tasks: Leads to constant stress and anxiety.
- Lack of daily routine: An unbalanced daily routine makes it difficult to maintain consistent productivity.
- Unnecessary decisions and "time sinks": Spending time on secondary things, such as social media or unnecessary phone calls, distracts from the main tasks.



We investigated the effect of external and internal factors on the effectiveness of the use of personal working time:



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

- ✓ Improving time management skills: Training employees and managers in effective time management methods.
- ✓ 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.

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.



**GTD (Getting Things Done) - Getting Things Done:** Transferring all tasks to an external system (such as a to-do list), prioritizing and planning them to free up your mind. It consists of five stages: gathering, refining, organizing, regularly reviewing and executing.

**ABVGD method:** Placement of cases by priority (A, B, C, D, D) from the most important to the least significant. Completing the tasks requires observing the sequence - you can go to the next group only after completing the previous one.

**The Pomodoro method:** Work is divided into 25-minute intervals with short breaks. After several cycles, there is a longer break, which helps to increase concentration.

**Ideal Week:** Creating an ideal weekly schedule with time for work, rest, and other activities that helps balance different areas of life.

**The 4-Hour Workweek:** Finding opportunities to automate and delegate tasks to reduce work time and focus on what's important.

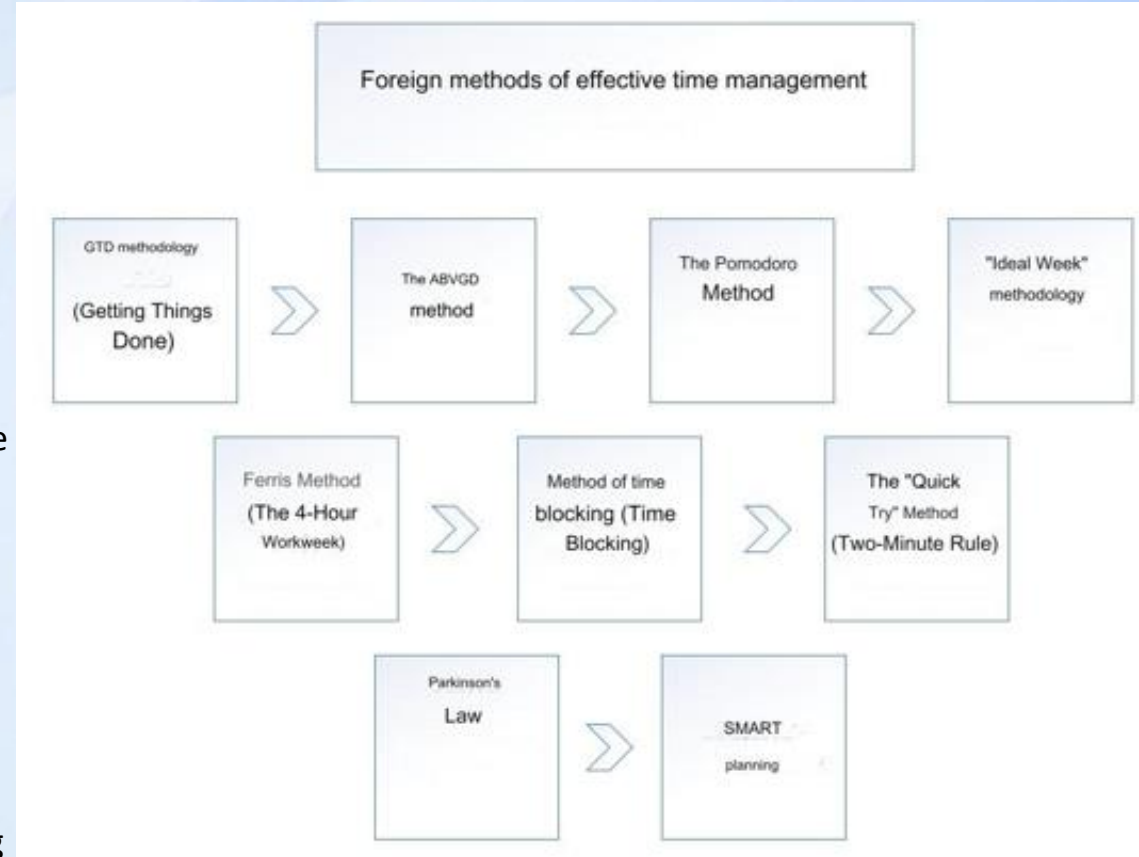
**Time Blocking:** Allocating time into blocks for specific tasks, taking into account buffers for correction. This increases focus and reduces the possibility of distraction.

**Two-Minute Rule:** If a task can be completed in two minutes, it should be done immediately without delay.

**Parkinson's Law:** Time allocated to a task stimulates the speed of its execution. Limiting time helps to be more efficient.

**SMART planning:** Setting goals according to SMART criteria (Specificity, Measurable, Attainable, Realistic, Time-bound) for better structure and achievement of goals.

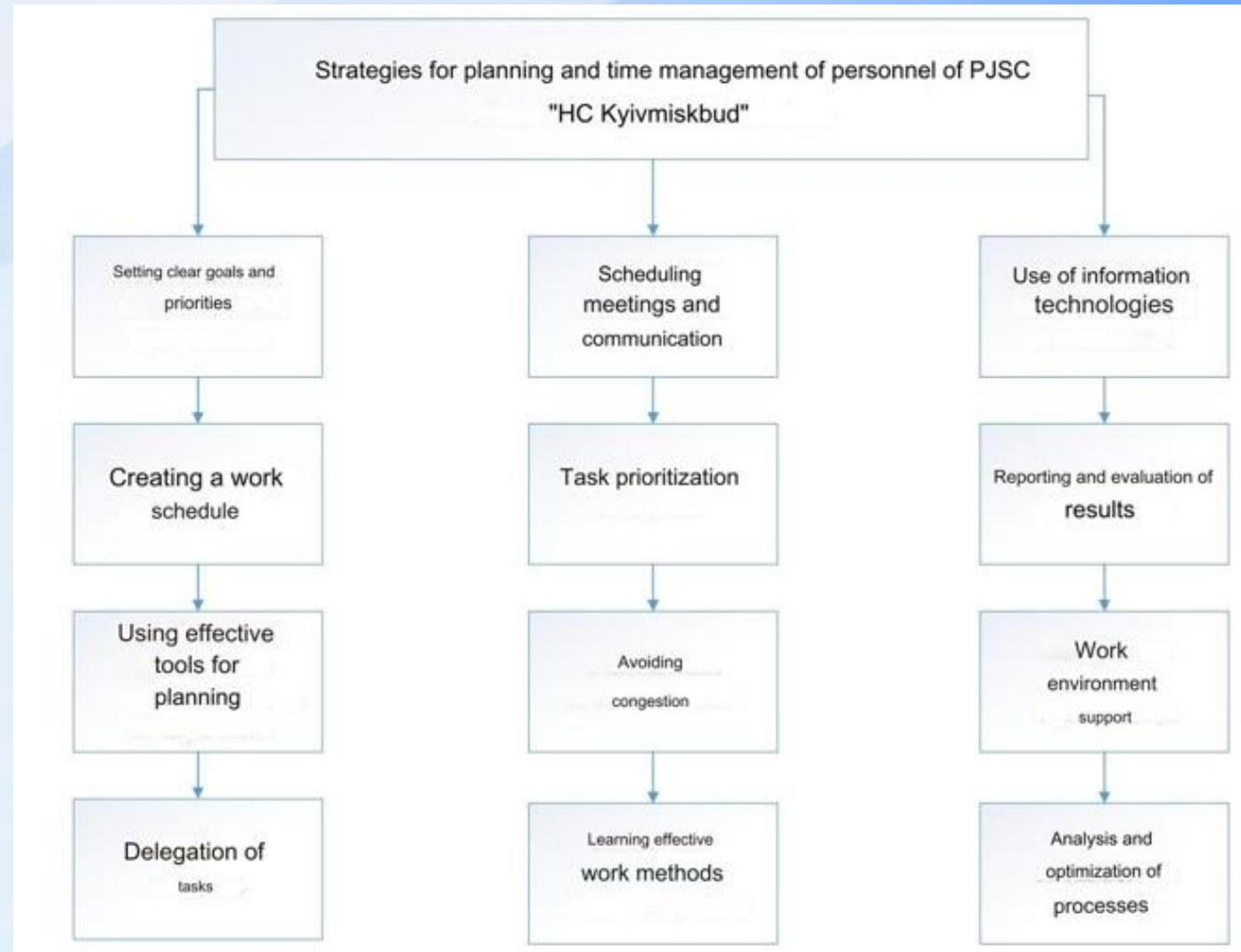
## Foreign methods of effective time management.



The peculiarities of the use of time management technologies in the organizational environment of a construction enterprise were analyzed using the example of PJSC HC "**Kyivmiskbud**".

*Holding company "Kyivmiskbud" is one of the leaders of the construction industry of Ukraine, uniting more than 100 enterprises of various profiles with 30 thousand employees. The successful operation of the company as a subject of market relations depends on effective strategic planning, which includes setting goals and developing tactical tasks to achieve them.*

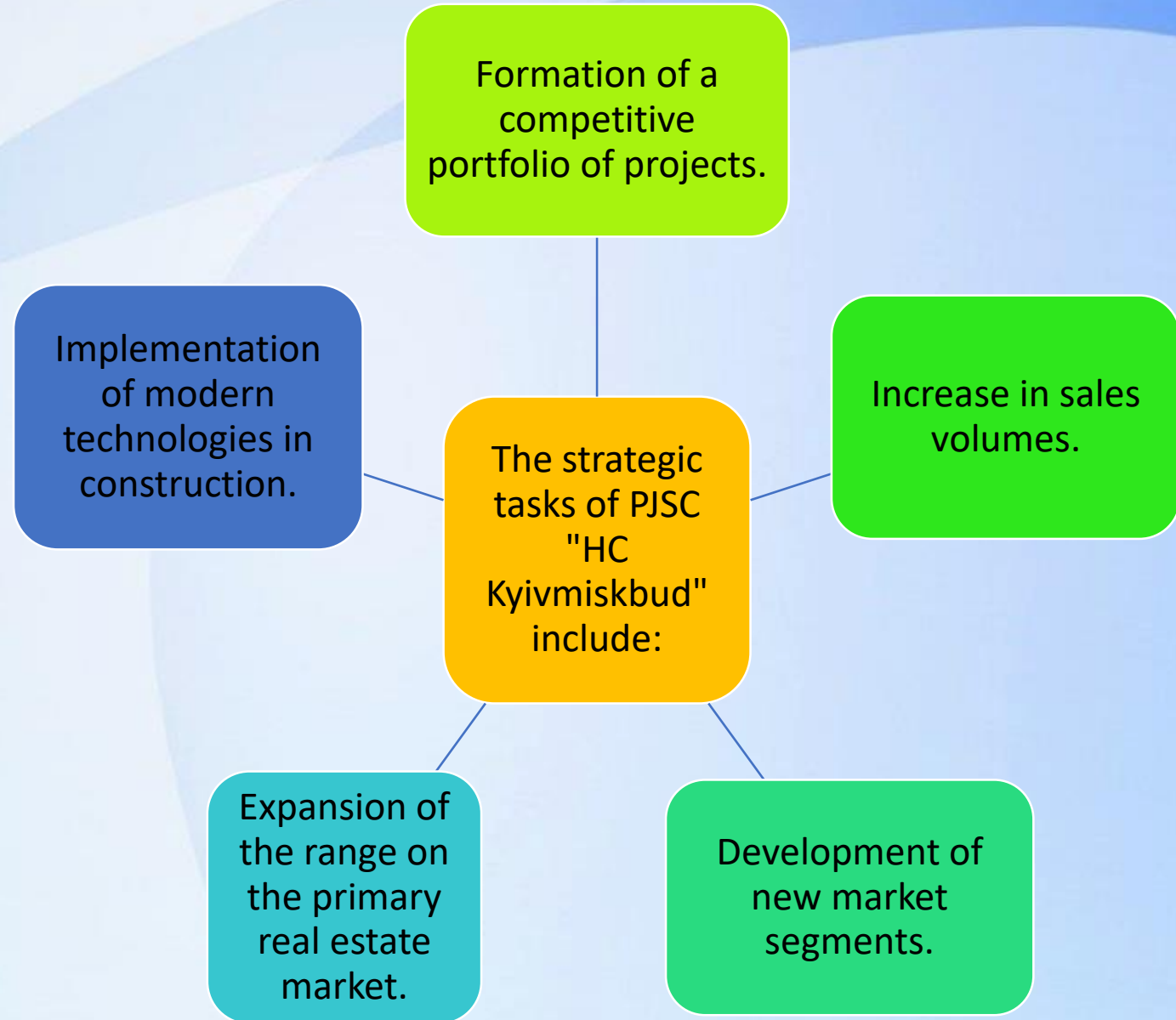
*The main purpose of the company's activity is focused on obtaining profit through production, investment, commercial and other entrepreneurial activities, development of the domestic market and attraction of foreign investments, as well as coordination and improvement of product quality.*



## Advantages of strategic planning

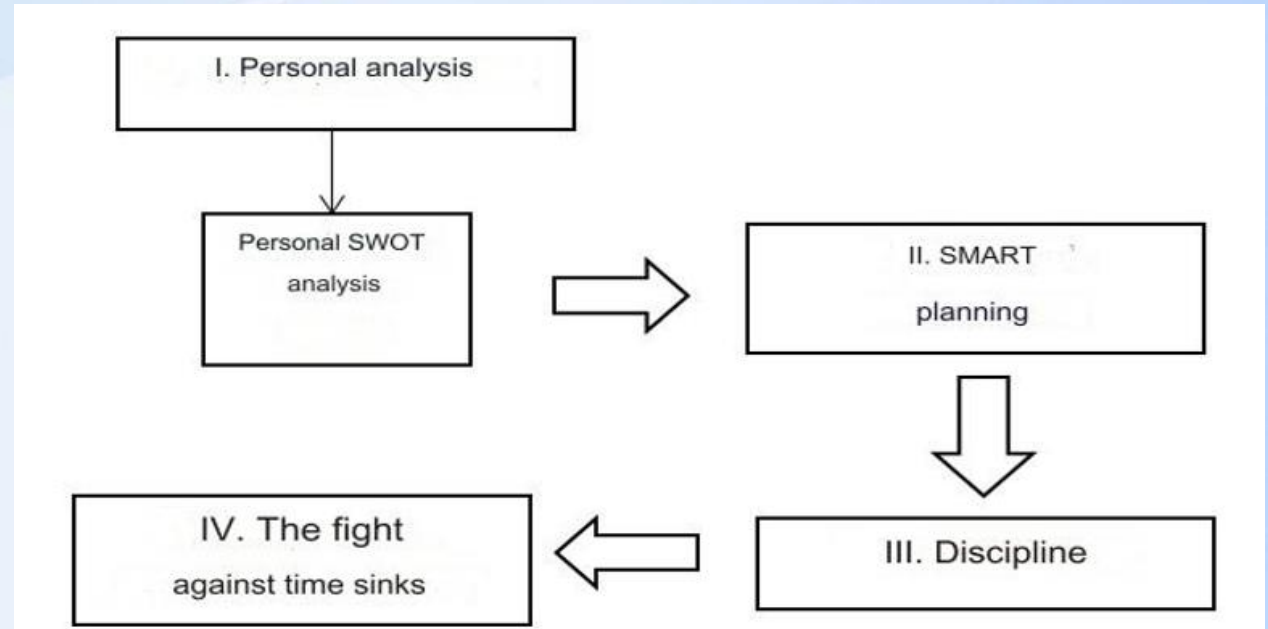
The application of strategic planning at the enterprise helps:

- prepare for changes in the external environment,
- adapt resources to market conditions,
- improve coordination and control at the enterprise.

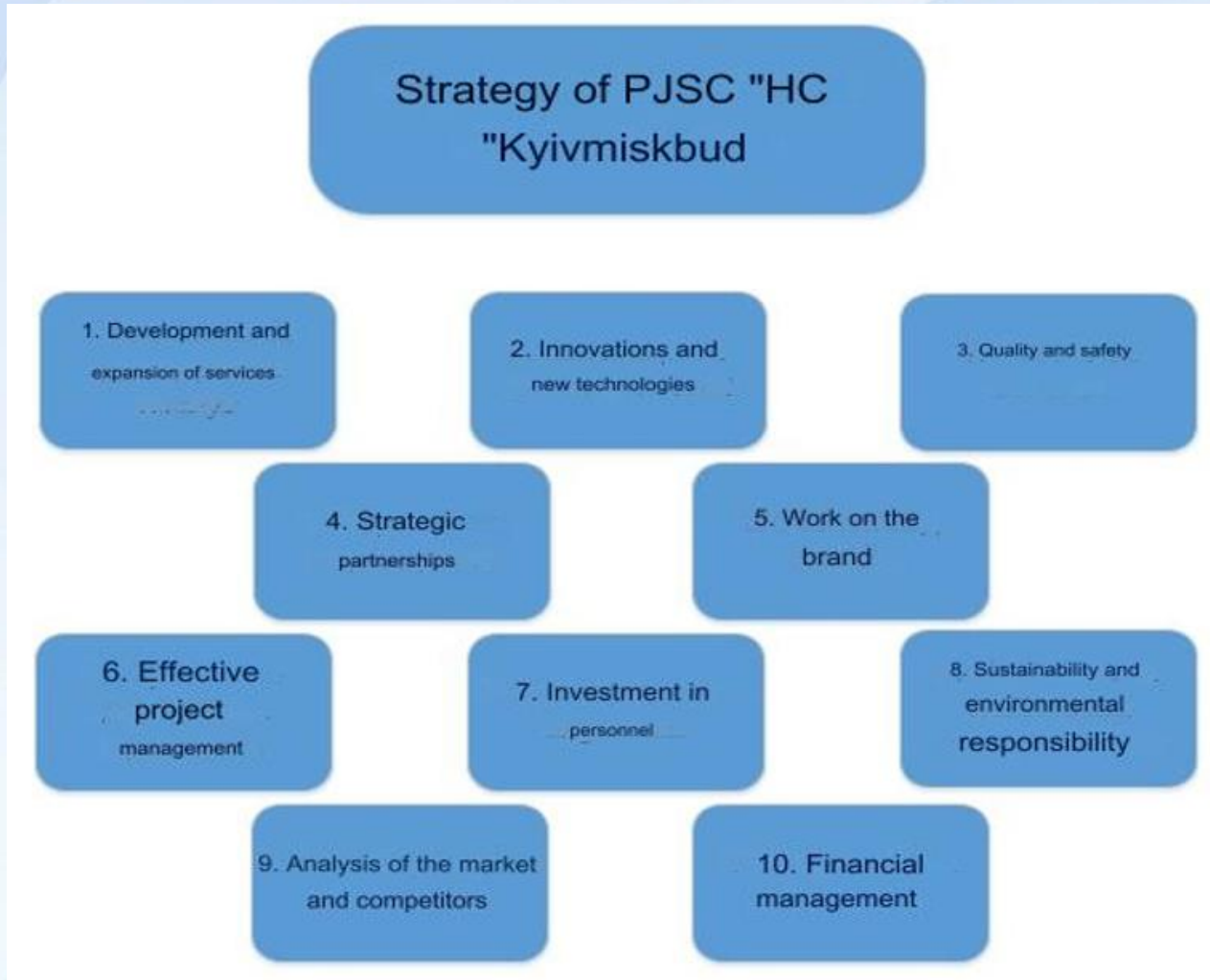


## PJSC HC "Kyivmiskbud" uses a complex time management mechanism to increase the efficiency of the enterprise

1. Personal analysis - helps to determine what time is spent on and identify time sinks.
2. SMART planning — setting specific, measurable, achievable, relevant, and time-bound goals.
3. Discipline is the regular execution of planned tasks using tools for self-organization.
4. Dealing with time wasters — analyzing and eliminating activities that waste time, such as excessive use of social media.



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



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.

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

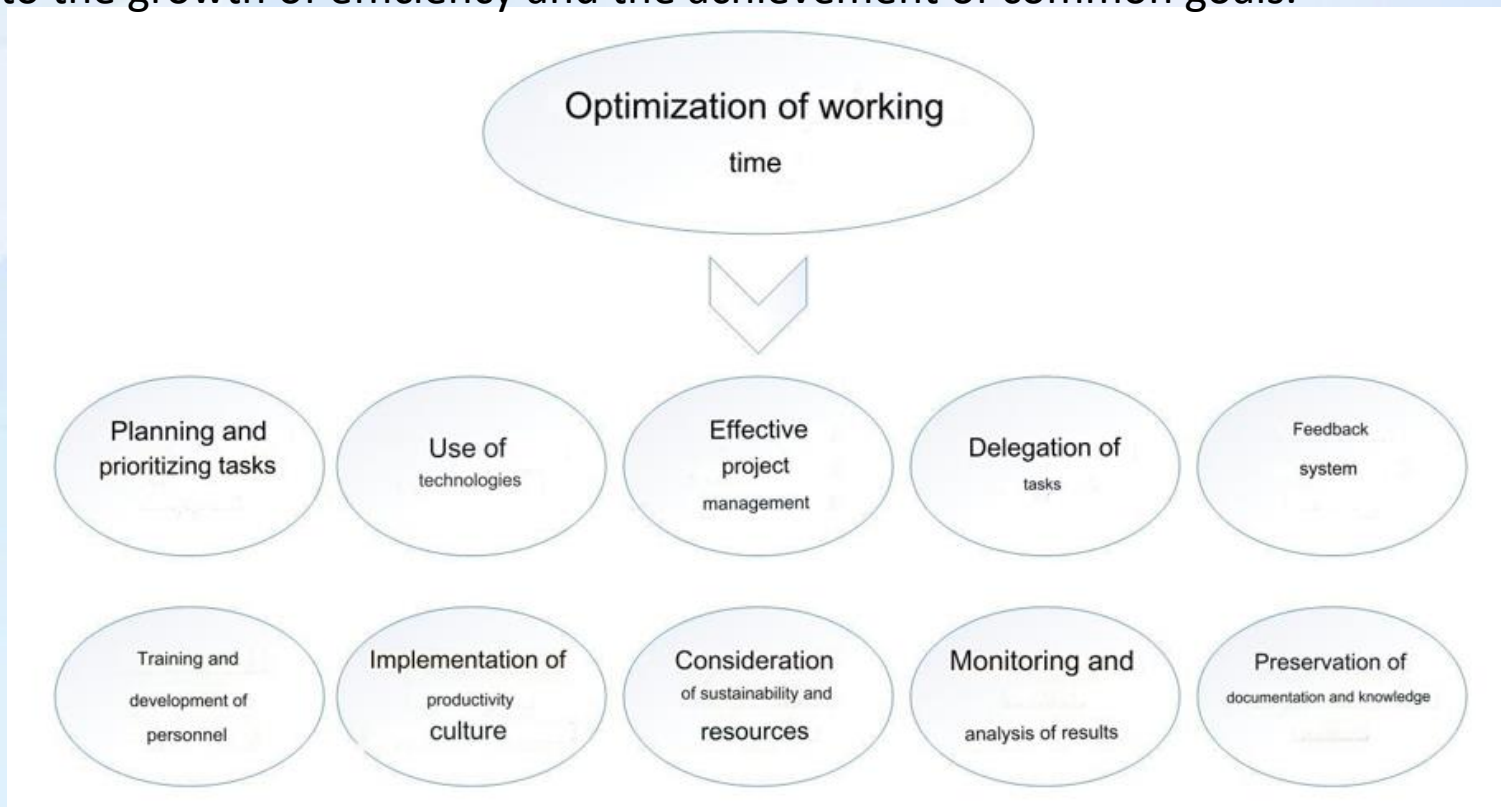
The formation of skills for the effective performance of job duties by the personnel of a construction enterprise is a key aspect of successful activity in the construction industry.

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

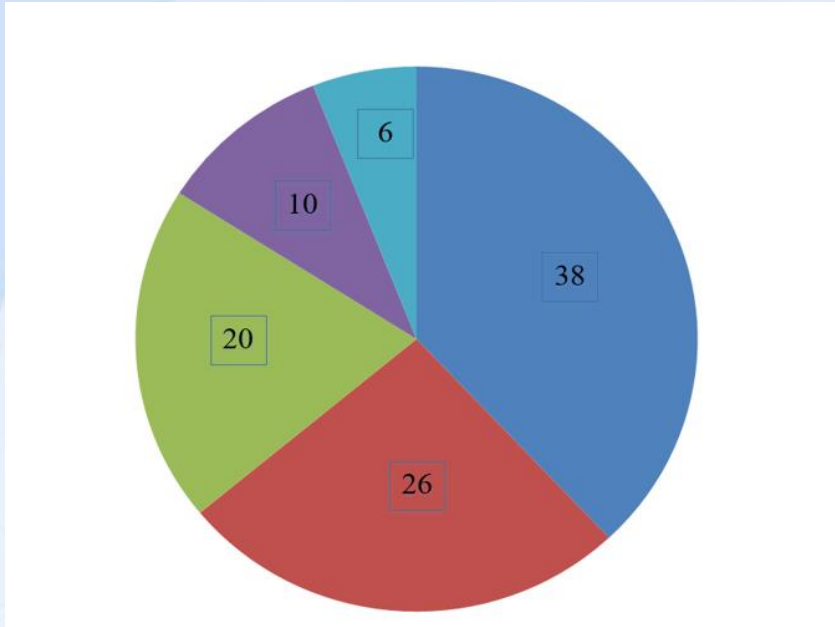
It is important to develop the individual characteristics of employees and direct training to the development of basic competencies in the formation of skills for the effective performance of job duties.

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

The key elements of skill building 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.



We identified five main reasons for unproductive use of time in the company:



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.

## The most common programs for efficient organization and use of time in the company:

TimeDoctor – time tracking, analytics, integration with other platforms.

Asana – project management, team communication.

Basecamp – task management with calendar and chats.

Jira – suitable for tracking development processes and convenient for Agile teams.

Trello is a simple board tool for organizing tasks.

Todoist - personal and team productivity with task prioritization.

RescueTime - Activity tracker to analyze time use.

Slack is a platform for team communication and file sharing.

Microsoft Outlook is a combination of e-mail, calendar and task lists.

These tools help structure tasks, improve timekeeping, support communications, and provide real-time analytics. However, it is important to avoid excessive use of programs, which can reduce productivity. The correct setting of the corporate management system using digital tools ensures:

- ✓ increasing accuracy in timekeeping,
- ✓ saving resources,
- ✓ simplification of management processes,
- ✓ promoting productive interaction between the team and management.

Today, soft skills are a priority for successful work and a harmonious team environment. They help to form productive work processes, which makes them especially important for professional development in the conditions of modern challenges and rapid changes.

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

<b>Forbes</b>	<b>LinkedIn</b>
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

**In today's business environment, effective decision-making and time management are important success factors for a manager. The main ways to improve management processes:**

Gathering and analyzing information - reliable data and systematic analysis contribute to informed decisions.

Team Involvement – Team involvement in decision-making ensures diversity of opinion and promotes better communication.

Clear goals and strategy - defining priorities and strategic directions helps to focus efforts on achieving the goal.

Use of technology - modern digital tools allow faster processing of information and decision-making.

A systemic approach – considering the problem in the context of the overall system helps to take into account all impacts and risks.

Change management – adaptation to new conditions allows you to quickly respond to changes while maintaining stability.

Team development – investments in training and development increase the qualifications and productivity of employees.

Rational use of time - clear planning of tasks and delegation of responsibilities allows you to focus on key aspects of work.

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.

**Thank you for your attention!**