

Modern Approaches to Planning and Time Management

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Abstract. The purpose of the article is to consider the main elements of modern personnel management. The features of motivation management in the centralized and market economy are considered. The paper presents the most popular time management tools used by middle managers. In the centralized economy, the volume of production and, as a result, productivity did not depend on consumer demand and market supply. The formation of personal interest through socialist competition, the Stakhanov movement allowed enterprises ensuring the productivity growth and overall production efficiency. In the market economy, the efficiency of activity characterizes the level of implementation of the principle of economic freedom and effective management of the company. Organizational efficiency and effectiveness depend primarily on the manager's ability to use time management tools. The paper presents the results of studying implementation of time management technologies, as well as the current organization of the working time of middle managers.

Keywords: management, organization principles, motivation, economic efficiency, time management, production, competitors.

Relevance

In a centralized economy, enterprises could easily do without such important concepts as demand, supply, competitiveness, market. But nevertheless, the management of the enterprise was carried out. But it was carried out according to a strictly defined plan. There was no need to study the market conditions, identify, generate and stimulate demand, choose pricing methods, to promote goods, reduce risks, i.e. everything that is the norm for any enterprise today. The task of management in these conditions was that it was necessary to produce, ship, perform work exactly at that time, of the volume that was determined by the plan. Overfulfillment was encouraged. But at the same time, the question «who needs this overproduction»? was not considered. All this ultimately led to the inefficiency and scarcity of the economy.

Nevertheless, elements of modern management, in a centralized economy, were manifested in the motivation of personnel. The formation of personal interest through socialist competition, the Stakhanov movement, allowed enterprises to ensure productivity growth and overall production efficiency.

A brief overview of the theoretical basis for researching the foundations of time management

In a market economy, the efficiency of activity characterizes the level of implementation of the basic

principle of the market – the principle of economic freedom and effective management of the company. Economic freedom implies free exchange between buyers and sellers, freedom to perform deals, freedom to make decisions. Activities in these conditions are associated with risk and the possibility of losing your own funds.

From this point of view, management involves not only the ability to use the resources, knowledge, experience, motives, methods and techniques. In management, it is obligatory to achieve precisely set, correctly defined goals of the enterprise.

Analysis of the situation, setting goals, choosing a strategy, organizing work, monitoring implementation, adjusting activities, etc. – this is all management in the market conditions, management.

The role of the regulator in the management of production is played by principles – the basic rules determined by the laws of management.

Unlike laws, principles or rules are an idea that each leader forms at the level of his experience, professional competencies. The content of the principles is designed to improve the efficiency of the managed enterprise.

Among the basic principles identified by A. Fayol, along with scientific, systematic and comprehensive nature, unity of command in management and collegiality in decision-making, centralization and decentralization, proportionality in management,

unity of delegating in management, priority of functions over structure, delegation of authority and feedback, the principle of saving time is of no less interest.

The principle of saving time is caused by the need to constantly reduce labor costs for operations in the control process. In conditions of rapidly changing environmental factors, adherence to this principle is designed to also increase the personal efficiency of each employee.

The founder of the Central Institute of Labor A.K. Gastev argued that the personal efficiency of the employee and the efficiency of the use of working time determines the efficiency of the entire organization. The shortage of working time, due to ineffective organization and planning of the activities of an employee or a manager, affects the occurrence of rush jobs, haste in work and, in general, a decrease in the efficiency of activities.

The efficiency of an employee determines his competitiveness in comparison with other employees, which means that it affects their price, i.e. salary level. The ability to effectively allocate and use limited working time, while achieving the set goals, while respecting their priorities, is associated with the use of technologies and principles of time management.

According to the famous physiologist N.E. Vvedensky a person gets exhausted not because he works a lot, but because he does not work in an organized way.

Time management is a conscious control of the time spent on performing a specific job, while improving efficiency and effectiveness is mandatory. Time management is based on the use of various skills, tools and methods to achieve specific goals.

Modern approaches to planning and time management consider various methodologies and techniques. The most interesting of them are: the Eisenhower matrix; «Autofocus» system by Mark Forster; «Pomodoro» technique by Francesco Cirillo.

One of the most popular time management tools used by middle managers is the Eisenhower Matrix, which is both simple and effective in its application. Its author is US President Dwight David Eisenhower. Due to his busyness and the need to perform a large number of a wide variety of tasks, he, while optimizing his work schedule, developed a matrix. Its essence was to competently divide your affairs according to importance, timing and effectiveness. The matrix is built on a coordinate plane, the ordinate of which is the indicator of importance, the abscissa is the urgency. As a result, the division of all cases according to the criteria «important», «not important», «urgent», «not urgent» allows you to form four groups of cases: 1 – «important and urgent», 2 – «important and not urgent», 3 – «Not important and urgent», 4 – «not important and not urgent». Moreover, with effective time planning, tasks and affairs in group 1 – «important and urgent» should be absent. When important and urgent matters appear, they use such a tool as «delegation».

Important and not urgent matters from group 2 are of the highest priority, since they form daily tasks and to a greater extent affect the degree of personal effectiveness of the leader and, in general, the success of the organization. In the absence of urgency, these important matters are dealt thoroughly and constructively. But it must be remembered that uncompletion of the affairs of this group can transfer them to group 1.

The third group of tasks is associated with unaccustomed activities that do not bring any results. Therefore, they can be passed on to other employees or performed in the nearest free time.

The group of tasks «not urgent and not important» are so-called «time eaters». Cases from this group are seductive in their simplicity and pleasant to perform, but do not bring any effect. Therefore, they should be abandoned altogether or the time spent on performing this group of tasks should be minimized.

Such a distribution of cases allows rational use of limited time, paying attention, first of all, to the most significant cases. Ultimately, such a practice will free up time for personal affairs, timely fulfill the assigned tasks, and will also have a positive effect on increasing the degree of satisfaction with the results and the personal effectiveness of the leader.

Mark Forster's Autofocus system looks like a to-do list. This list includes absolutely all cases and tasks, both important and small, requiring a minimum of time to complete. The purpose of this system is to write down all cases and tasks on paper or enter into a computer and thereby reduce the possibility of simply forgetting them. Having written all the tasks in the list, the manager can begin to carry them out. Moreover, the choice of the case which should be dealt at the moment is carried out automatically. The advantage of this approach to time management is that it is possible to complete a large number of tasks in the same period of time and, as a result, reduce stress. The disadvantage of the system is that it does not consider the solution of tasks based on the urgency of their implementation.

Eliminating the shortcomings of the «Autofocus» system, Mark Forster developed the «Superfocus» system. The main difference between «Super Focus» and «Autofocus» is the compilation of two lists. The first includes all non-urgent matters, the second – all matters and tasks from the category of «urgent» and «unfinished». Thus, all cases and tasks are not left without attention, they are resolved in a timely manner and the efficiency of the manager increases.

Another method of time management is the «Pomodoro» method by Francesco Cirillo. At the end of the 1980s, a first-year student at the university, Francesco Cirillo, drew attention to the fact that with a sufficiently long period of time to prepare, he was not ready for exams. Realizing this, he realized that too many distractions and low motivation led him to poor performance. Then he argued with himself, «Can you study – really study – for 10 minutes»? Francesco Cerillo chose a red tomato-shaped

kitchen timer as the controlling factor. «I needed an objective Time Mentor, and I found him in the kitchen – a tomato-shaped timer. In other words – I found my «Pomodoro». [[Http://tomatotimer.ru/novosti/24065732-ThePomodoroTechnique-RUS_v1-3.pdf](http://tomatotimer.ru/novosti/24065732-ThePomodoroTechnique-RUS_v1-3.pdf)]

During the working day, any manager has all sorts of distractions that «eat up» time, reducing productivity. In this regard, the implementation of the «Pomodoro» technique, according to Cirillo, will strengthen confidence in achieving the set goals, improve the work process, increase work efficiency, and develop skills for working in critical situations. This technique is very easy to use, but its effect on the emotional and psychological level is significant. By starting a mechanical timer, a person confirms his determination to complete the task, a ticking does not allow him to forget about the limited time for execution, and a loud bell – about the end of the time and the subsequent break. That is, all attention and work will be associated with these specific incentives.

Before starting work, all cases are put on a priority list. Various applications and services can be used to compile such a list, for example, «ClearFocus: Productivity Timer» [<https://play.google.com/store/apps/details?id=personal.andreabasso.clearfocus>] or «Pomodroido» of the Android platform [<https://play.google.com/store/apps/details?id=net.artifix.pomodroido.free>]; «ChronoFag Timer» Windows [<https://github.com/HarpyWar/chronofag-timer>] etc. Francesco Cerillo, developing this technique, used just paper and pencil.

Initially, the essence of this technique was that all work was divided into work segments of 30 minutes. Twenty-five minutes were spent on tasks and five minutes on rest. After four thirty-minute segments, a long break of half an hour is taken. During the working 25 minutes, it is undesirable to be distracted from the main task. Any distractions that require attention should be listed as new tasks.

«The Pomodoro» method is an effective tool for self-organization. But it requires proper use. This method should not be considered as an alternative to other methods, on the contrary, it complements them and allows you to overcome some of the disadvantages of time management.

Otherwise, you can call this method as a method of attention management [<https://kniga.biz.ua/pdf/3756-Taym-menedzhment-%20po-%20pomidoru.pdf>].

Methodology for researching the implementation of the basics of time management

Time management is based on a set of processes, tools, methods and techniques. The need for time management is associated with the implementation of any project, since the completion time of the project and its effectiveness depend on it.

However, the use of time management tools for work activities is not justified in all positions. So, the mechanized activity of the workplace and the

organization as a whole, which does not imply the manifestation of a person's creative initiative, will not allow increasing efficiency as a result of the use of time management tools.

That is, if this is a bank employee, then a clearly structured management system and a specifically calculated distribution of the flow of clients are more important to him, and not the use of personal time management techniques. In the case when an employee is required, along with the timely performance of job duties, to show initiative, as well as to make decisions and be willing to take risks and take responsibility for them, then it is important that the employee applies techniques and methods to improve personal efficiency.

The need to apply time management is most strongly manifested in organizations, where employees are delegated more and more powers associated with making independent decisions, organizing and planning their own work.

Effective time management in an organization is characterized by the fact that a clear and definite structure of goals and priorities is built, motivation increases, and the activities of employees become more organized. As a result, additional reserves of time are revealed, and work efficiency is increased.

The effective operation of the organization and the effectiveness depends primarily on the ability of the manager to use the tools of time management.

Time management is mainly associated with the competent planning of working time, rather than saving it. The use of a time management system in the organization's activities is not always a huge cost to purchase the necessary software. Very often, it is sufficient to use a simple, understandable, and sufficiently effective way of organizing and planning working hours.

The study of the activities of modern domestic enterprises has shown that methods and techniques of the scientific organization of labor are used to analyze, organize and efficiently use working time (timing, photography of working hours, labor rationing, development of instructions and algorithms, etc.). Time management, on the other hand, involves not only the mechanical use of various methods of organizing working time, but also the formation of a special philosophy, a certain way of thinking.

Within the framework of the study, the study of the implementation of time management technologies was carried out, as well as the current organization of the working time of middle managers.

Photography of working time was chosen as the main method for studying the costs of working time through observation and then measuring them by type, within several working days. As a result, losses and irrational expenditures of working time were identified, at the preparatory and final stage of work, at the stage of servicing the workplace, as well as time for rest and personal needs.

The work carried out to compile a photograph of the working time made it possible to draw up

the actual balance of the working day, according to which the absolute duration, as well as the proportion of certain categories of time expenditures in the total observation period, testified to the irrational organization of working time. The loss of time of middle managers was associated, first of all, not with a violation of the work schedule, but, as it turned out, with the fact that more time was actually spent on preparatory work and maintenance of the workplace than was expected by the norm. As a consequence, the organization is wasting money on paying workers who do not provide income.

Practical recommendations for improving the efficiency of working time use

To ensure the effective use of the time of middle managers, a competent organization of the workspace is required, as this directly increases the productivity of the manager.

It was determined that insufficient equipping of the head's office with the necessary office equipment (scanner, fax, printer, etc.) leads to daily losses of working time from 0.5% to 10%.

Under these conditions, it was proposed to introduce a workplace organization system, the so-called 5S system, into the work of middle managers, which was supposed to increase the controllability of the working area and save time.

For this purpose, it was proposed to divide the entire work into 5 main groups:

1) Sorting. For this, all documents need to be ranked. Those documents that are not used in current activities, within a predetermined period of time, must be removed.

2) Rational placement. A certain place in the working area must be determined for each document, case or object. This will reduce the waste of time for searches.

3) Keeping clean means ensuring and constantly maintaining order on the desktop, in the work area.

4) Checklist is a way to ensure stability in the implementation of the first three components of the 5S system.

5) Habit. Over the time, the implementation of the first four procedures will allow to improve the manager's work.

All of these activities are the basic rules for managing an effective organization and its divisions and make this system unique.

In the course of observation, it was revealed, for example, that the head of the sales department can spend up to 40 percent of their working time working with clients. Due to the unclear formulation of functional responsibilities in job descriptions, as well as an insufficient level of delegation of authority, managers are also involved in ordinary issues that characterize the quality of the delivery of goods. At the same time, activities related to the analysis and improvement of the characteristics of the goods are postponed to a later time, extending the actual duration of the manager's working time.

A similar problem of inefficient work planning, which affects the increase in the actual working hours, is related to the processing of documentation. The timing of receipt and transfer for processing, as well as the timely execution of documents, requires special attention, as it is associated with the personal responsibility of the manager and may affect the performance of other employees of the organization. In this case, the method of classifying incoming documentation into such categories as: «For execution», «For review», «Completed», etc. will help determine the terms of consideration and execution of the relevant documents. For the convenience of accounting and control, you can arrange all this in the form of a table or install a special application on your work computer.

Various ways and techniques of time management allow you to increase your personal effectiveness. There are several of them.

The method of the German specialist Lothar Seivert is one of the easiest to use. According to this method, you need about 10 minutes for planning at the beginning of the working day. A list of two groups of tasks is compiled: «hard tasks» and «flexible tasks». The first tasks are performed only at certain times, while the second group of tasks can be completed during the day.

Further, «flexible» tasks are ranked according to the importance of execution, starting from the main ones. This list should also include tasks that were not completed the day before.

To ensure effective time management, a mandatory step is to determine the duration of the most time-consuming tasks. At the same time, it should be taken into account that the implementation of these tasks within the established time frame should be realistic. And this involves not only determining the deadlines for execution, but also creating appropriate conditions: organizing the workplace, providing information about the process, etc.

Effective time management, which involves controlling time costs and reducing their unproductivity, is associated with the analysis of the previous day's performance. For each task, such criteria are defined as: start and end time; task content; performance or control points of work; problems that prevented the task from being completed, etc. For ease of analysis, it is possible to arrange all this in the form of a table or use the corresponding special application.

According to the same principle, you can distinguish between personal and business matters; time spent on telephone conversations and checking emails; on issues that are resolved in the working order and issues considered at general meetings, with keeping minutes, etc.

Another rule of effective time management is the mandatory compliance with the following ratio: the controlled time should not exceed 60 percent of the total working day. This is possible, for example, by determining the priority and relevance of the tasks

set. Also, you can relieve the manager's burden during the entire working day by partially or completely delegating some tasks to your subordinates. And as a result, we get rid of unnecessary tasks, and there is time to solve unscheduled tasks. In the activities of any organization there are often unforeseen issues that need to be addressed immediately. Lack of time reserves can lead to an increase in the length of actual working hours, stress, and a decrease in the employee's productivity and personal effectiveness.

The well-known term «karoshi» or «karosi» has nothing to do with the word «good». Translated from Japanese, it means «death from burnout». This phenomenon was first recorded in Japan in the 1980s, during the so-called Japanese financial bubble, when physically healthy, senior and middle-level managers began to die suddenly. The cause of their deaths was strokes and heart attacks due to stress. And as it turned out later, all of them worked at least 12 hours

a day and had not been on vacation for several years.

Conclusion

An important point in time management is to control the results. Performing tasks and simultaneously monitoring the results and time spent, then analyzing the effectiveness of planning and identifying the reasons that led to unnecessary time wasting, also contributes to effective time management.

From this point of view, effective time management must necessarily involve regular rest or a break from work. This will reduce the tension, reduce fatigue and improve the quality of work.

Thus, the effectiveness of time management is the result of following the basic rules and having a clear idea of what and how to implement time management and how this will affect the effectiveness of the manager.

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Уақытты жоспарлау мен басқарудың заманауи тәсілдері

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Аңдатпа. Мақаланың мақсаты-заманауи персоналды басқарудың негізгі элементтерін қарастыру. Орта-лықтандырылған және нарықтық экономика жағдайында мотивацияны басқару ерекшеліктері қарастырылады. Жұмыста орта менеджерлер қолданатын уақытты басқарудың ең танымал құралдары ұсынылған. Орталықтандырылған экономика жағдайында өндіріс көлемі және нәтижесінде өнімділік тұтынушылық сұранысқа, нарықтық ұсынысқа тәуелді болмады. Социалистік жарыстар, Стаханов қозғалысы арқылы жеке қызығушылықты қалыптастыру кәсіпорындарға өнімділіктің өсуін және жалпы өндіріс тиімділігін қамтамасыз етуге мүмкіндік берді. Нарықтық экономика жағдайында қызметтің тиімділігі экономикалық еркіндік қағидатын іске асыру деңгейін және компанияны тиімді басқаруды сипаттайды. Ұйымның тиімді қызметі мен тиімділігі, ең алдымен, менеджердің тайм-менеджментті басқару құралдарын пайдалану қабілетіне байланысты. Жұмыста тайм-менеджмент технологияларын іске асыруда, сондай-ақ орта буын басқарушыларының жұмыс уақытын ұйымдастыруда жүргізілген зерттеу нәтижелері ұсынылған.

Кілт сөздер: менеджмент, ұйымдастыру принциптері, мотивация, экономикалық тиімділік, уақытты басқару, өндіріс, бәсекелестер.

Современные подходы к планированию и управлению временем

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Аннотация. Цель статьи – рассмотреть основные элементы современного менеджмента персонала и особенности управления мотивацией в условиях централизованной и рыночной экономики. В работе представлены самые популярные инструменты управления временем, используемые менеджерами среднего звена. В условиях централизованной экономики объем производства и, как следствие, производительность не зависели от потребительского спроса, рыночного предложения. Формирование личной заинтересованности через социалистические соревнования, стахановское движение позволили предприятиям обеспечить рост производительности и в целом эффективность производства. В условиях рыночной экономики эффективность деятельности характеризует уровень реализации принципа экономической свободы и эффективное управление фирмой. Эффективная деятельность организации и результативность зависят в главную очередь от способности менеджера использовать инструменты тайм-менеджмента. Описаны результаты проведенного исследования реализации технологий тайм-менеджмента, а также действующей организации рабочего времени управленцев среднего звена.

Ключевые слова: менеджмент, принципы организации, мотивация, экономическая эффективность, тайм-менеджмент, производство, конкуренты.

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