

Central Ukrainian National Technical University  
Department of Economics, Management and Commercial Activity

**GUIDELINES FOR STUDYING THE ACADEMIC DISCIPLINE  
ORGANIZATION OF WORK**

for students of the specialty 051 “Economics” Educational Program  
“Economics in the HR Sector”

**APPROVED**

by the meeting of the Department of  
Economics, Management and Commercial  
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## INTRODUCTION

Organization of work is one of the fundamental components ensuring the effective functioning of modern enterprises and organizations, as it is human labour that forms the basis for creating material and intangible goods, determines the competitiveness of economic entities, the level of their economic development, and the social stability of labour collectives. Rational work organization ensures coordination of employees' actions, efficient use of working time, means of labour, and professional potential of personnel, as well as creates the necessary conditions for increasing productivity, reducing costs, and improving the quality of products and services.

These guidelines are designed to ensure the systematic acquisition of theoretical foundations of the discipline, the formation of practical skills in applying methods of organization of work and labour standardization, the ability to assess the efficiency of labour processes and identify ways to improve them based on modern management, labour economics, and HR practices. Special attention is given to the interconnection of work organization with personnel policy, motivational tools, digital technologies, working conditions, and occupational safety requirements.

The guidelines include a structured presentation of:

- content modules and topics of the discipline;
- discussion questions;
- topics for essays and reports;
- practical tasks;
- situational exercises aimed at developing analytical thinking;
- a list of questions for final assessment;
- topics of individual assignments.

The material corresponds to the Educational Program “Economics in the HR Sector” of the specialty 051 “Economics” and is aimed at forming students' competencies in the field of work organization, labour standardization, assessment of labour process efficiency, workplace improvement, development of quality working conditions, and professional growth of personnel.

These guidelines are intended for use by students during in-class activities, practical sessions, independent study, completion of individual tasks, and preparation for modular and final control. They contribute to the development of practice-oriented knowledge necessary for future professional activity in labour economics, personnel management, and HR analytics.

## 2. DESCRIPTION OF THE ACADEMIC DISCIPLINE

Indicator	Field of Knowledge, Specialty, Educational Program, Educational Level	Characteristics of the Academic Discipline
Number of ECTS credits – 4	Field of Knowledge: 05 “Social and Behavioral Sciences”	Elective course
Total number of hours – 120	Specialty: 051 “Economics”	Year of Study: 3rd
	Educational Program: “Economics in the HR Sector”	Semester: 5th
Weekly hours:	Educational Level: First (Bachelor’s)	
– classroom work: 3		Lectures – 32 hours
– student’s independent work: 4,5		Practical/seminar classes – 16 hours
		Independent work – 72 hours
		Form of assessment: Pass/Fail test

Language of instruction: Ukrainian

### 3. PURPOSE AND OBJECTIVES OF THE ACADEMIC DISCIPLINE

**The purpose** of studying the academic discipline “Organization of work” is to develop in students a system of theoretical knowledge and practical skills related to the patterns of work organization, methods of rationalization and labour standardization, personnel development, improvement of labour processes and workplaces, as well as the ability to apply modern tools of work organization to increase productivity, enhance enterprise performance, and ensure decent, safe, and comfortable working conditions.

**The objectives** of studying the discipline are to:

- acquire modern knowledge about the essence, role, and significance of **Organization of work** in enterprise activities;
- characterize the main elements, principles, and functions of Organization of work;
- master modern methods of labour division, cooperation, rationalization, and improvement of labour processes;
- develop an understanding of the essence of labour standardization and its interconnection with Organization of work;
- learn to determine the structure of working time and classify its expenditures;
- master methods of working time photography, time study, and work sampling;
- acquire skills in applying various methods of establishing labour standards and standardized time;
- obtain knowledge about workplace organization, servicing, certification, and rationalization;
- master the principles of occupational safety organization, work-rest regimes, and labour discipline;
- develop an understanding of professional selection, industrial training, and personnel development;
- study approaches to evaluating the economic and social efficiency of organization of work;
- acquire skills in analysing work quality and indicators of the level of organization of work;
- learn to design and implement organizational innovations at enterprises;
- develop the ability to apply the acquired knowledge in HR practices to increase organizational productivity and competitiveness.

**Additional objectives** of studying the discipline:

- acquire modern ideas about the content, principles, and significance of organization of work in enterprises;
- characterize the main components of organization of work and their interrelations;
- master labour division and cooperation methods and assess their impact on production efficiency;
- study the structure of the labour process and master approaches to its rationalization;
- master the fundamentals of workplace organization, servicing, and certification;

- reveal the content of working conditions, occupational safety, work regimes, and discipline;
- master labour standardization methods, including working time photography, time study, and sampling observations;
- learn to determine time norms, output norms, and normative staffing levels;
- develop skills for assessing the economic and social efficiency of work organization;
- master approaches to designing work organization systems and implementing organizational innovations;
- learn to analyse work quality, the level of organization of work, and employees' quality of life;
- develop the ability to apply acquired knowledge in HR activities to enhance productivity and organizational competitiveness.

**Subject of the discipline:** the study of patterns, principles, methods, and tools of organization of work and labour standardization, labour processes, workplaces, working conditions, and systems of labour activity management aimed at ensuring the effective use of labour resources, increasing productivity, and improving work quality in an organization.

**Object of the discipline:** labour processes, working conditions, and organization of employees' work; systems of labour division and cooperation; workplaces and their servicing; as well as mechanisms of labour standardization within the activities of enterprises and organizations.

#### **Learning Outcomes**

**Upon completing the discipline, students should acquire:**

#### **Integral competence.**

The ability to solve complex specialized tasks and practical problems in the economic field characterized by complexity and uncertainty, which requires the application of theories and methods of economic science.

#### **Place of the Discipline** in the Bachelor's Training Process

The basis for studying work organization is a wide range of disciplines covering both economic and managerial aspects, including courses in enterprise economics, management, labour economics, organizational behaviour, and personnel management. These academic disciplines form the theoretical and methodological foundation necessary for a deep understanding of the patterns of labour process organization, efficient use of working time, rational distribution of functions among employees, and ensuring productive interaction within the workforce.

## **4. PLANS AND CONTENT OF PRACTICAL CLASSES BY DISCIPLINE TOPICS AND REPORT TOPICS**

### **Content Module 1. The Essence of Organization of work**

#### **Topic 1. Subject, Content, and Objectives of the Discipline**

##### **Plan**

1. The social nature of production, the economic laws of its development, and the objective necessity of work organization and labour standardization.
2. The purpose of the discipline, its subject, structure, and main objectives.
3. The relationship between work organization and labour standardization with other academic disciplines.
4. Mechanisms for ensuring final knowledge assessment.

##### **Discussion Questions**

Why is work organization an objective necessity for a modern enterprise?

Which economic laws determine the development of social production and influence labour processes?

What are the main objectives of the discipline “Work Organization” for future HR professionals?

How does the content of work organization change under conditions of the digital economy and remote employment?

Which methods of labour standardization are most relevant for the HR sector today?

What is the interconnection between work organization, personnel management, labour economics, and labour law?

How does the quality of work organization influence labour productivity and enterprise competitiveness?

What competencies should an HR specialist responsible for work organization possess?

Which tools of final assessment are most effective for evaluating students' knowledge of the discipline?

How does the implementation of ergonomic principles influence workplace organization and employee performance?

##### **Essay Topics**

The role of work organization in shaping an effective HR policy of an enterprise.

Modern challenges of work organization under digitalization and flexible forms of employment.

Motivation and work organization: how an HR specialist creates a productive working environment.

Work organization as a factor in increasing labour productivity and employee well-being.

The relationship between work organization and the economic laws of production development.

##### **Report Topics**

Subject and objectives of the discipline “Work Organization”: theoretical analysis and modern approaches.

Economic laws of production development and their influence on the organization of labour processes.

The system of labour standardization: essence, methods, and tools relevant to the HR sector.

Interdisciplinary connections of work organization with personnel management, labour economics, and legal disciplines.

Mechanisms of final knowledge assessment within the discipline “Work Organization”: testing, case studies, situational tasks.

## **Topic 2. The Essence, Content, and Objectives of Work Organization Plan**

1. Modern understanding of work organization, its main structural elements, and formation factors.

2. The interrelationship between production organization and work organization.

3. Forms of work organization, criteria for its evaluation, and main objectives.

### **Discussion Questions**

What constitutes the modern understanding of work organization?

Which structural elements of work organization are key in the twenty-first century?

What internal and external factors influence the formation of a work organization system?

How do changes in the economic environment (crisis, war, digitalization) affect work organization?

Why is work organization considered part of the overall production organization system?

What is the interdependence between work organization and the organization of the production process?

What forms of work organization exist, and which are most effective for the HR sector?

By which criteria can the level of work organization at an enterprise be assessed?

What are the main objectives of work organization in the context of ensuring productivity and occupational safety?

How can an HR specialist influence the quality of work organization under flexible and remote employment forms?

### **Essay Topics**

Modern understanding of work organization: challenges and transformations in the digital economy.

Work organization as a key factor in the efficiency of production and HR processes.

Factors shaping work organization: role of management, technology, and personnel policy.

Comparative characteristics of work organization forms: traditional, innovative, and flexible.

Practical criteria for evaluating work organization: the HR specialist's perspective.

### **Report Topics**

Structural elements of work organization: essence, importance, and modern approaches to formation.

The relationship between work organization and production organization: theoretical aspects and practical implications.

Forms of work organization at the enterprise: classification, content, and conditions of application.

Criteria for evaluating work organization: methods, indicators, and their role in HR unit activities.

Main objectives of work organization in modern conditions: economic, social, and psychological aspects.

### **Topic 3. Division and Cooperation of Labour**

#### **Plan**

1. Regularities of differentiation and coexistence of various types of labour activities.

2. Main types of labour division and their organization.

#### **Discussion Questions**

Why is labour division considered one of the fundamental patterns of social production development?

Which factors influence the differentiation of various types of labour activities?

What is the relationship between labour division and labour productivity?

How does labour division affect the organizational structure of an enterprise?

How does technological labour division differ from functional labour division?

What advantages and risks are associated with excessive specialization of employees?

What is labour cooperation and what role does it play in modern production systems?

Which models of labour cooperation are most common in the HR sector and service economy?

How are labour division and cooperation transformed under digitalization and remote forms of employment?

Which managerial competencies does an HR specialist need to effectively design labour division and cooperation systems?

#### **Essay Topics**

Patterns of forming modern types of labour activities: influence of technological and social changes.

The role of labour division in creating an effective organizational structure of the enterprise.

Employee specialization: advantages, disadvantages, and challenges for HR management.

Labour cooperation as a foundation for teamwork in organizations.

Labour division and cooperation in the digital economy: new forms of employee interaction.

### **Report Topics**

Types of labour activities and their evolution: theoretical foundations and practical trends.

Main types of labour division: content, characteristics, and application examples in production and service organizations.

Labour cooperation: forms, structure, and methods of organizing joint activities.

Influence of labour division on labour productivity and quality of labour processes.

Innovative approaches to labour division and cooperation under digital transformation of enterprises.

## **Topic 4. The Labour Process, Its Components, and Directions of Rationalization**

### **Plan**

1. The essence of the labour process and its relationship with the production cycle and technological process.

2. Technological operation.

3. Labour techniques, actions, and movements.

4. Rationalization of the labour process and the methodological scheme for its implementation.

5. The relationship between the labour process and the directions of its rationalization with the technological development of the enterprise (organization), as well as the priorities of the state's innovation and investment policy.

### **Discussion Questions**

What is the essence of the labour process and how is it connected to the production cycle?

How does the labour process differ from the technological process?

Which elements of the labour process are key for evaluating labour efficiency?

What is a technological operation and what are its structural components?

What is the difference between labour techniques, actions, and movements?

How should observations of labour movements be conducted for further labour rationalization?

What are the main directions of labour process rationalization at modern enterprises?

Which methods are used to improve the efficiency of labour techniques and movements?

How do technological development and digitalization influence the structure of the labour process?

What role do state innovation and investment policies play in the modernization of labour processes?

### **Essay Topics**

Rationalization of the labour process as a tool for increasing labour productivity.

Labour techniques, actions, and movements: their role in creating an efficient working environment.

The influence of technological progress on changes in the structure of the labour process.

The significance of the technological operation in the production system of an enterprise.

Innovation policy and its influence on directions of labour rationalization in Ukraine.

### **Report Topics**

The essence and structure of the labour process: theoretical approaches and practical aspects.

Technological operation: content, classification, and role in the production process.

Labour movements and techniques: methods of analysis and improvement directions.

Methodological scheme of labour process rationalization: stages, methods, and results.

The impact of innovations and investment policy on the modernization of labour processes at enterprises.

## **Topic 5. Working Conditions, Occupational Safety, Work Regime and Discipline: Means and Methods of Ensuring Them**

### **Plan**

1. The essence of working conditions and occupational safety and the factors shaping them.

2. The influence of the production environment on human work capacity.

3. Purpose, objectives, and methodology of studying working conditions.

4. State policy in occupational safety and its fundamental principles.

5. Work regime and its types.

6. Occupational safety service: its rights and areas of activity.

7. Employer responsibilities regarding working conditions, regimes, and occupational safety.

8. Labour discipline and the key factors influencing its formation.

### **Discussion Questions**

What are working conditions and which factors determine their level?

How does the production environment affect employee work capacity?

Which indicators are used to assess working conditions?

What is the purpose and main tasks of studying working conditions at an enterprise?

Which principles form the basis of state occupational safety policy?

What is the role of the occupational safety service at an enterprise?

Which types of work-rest regimes are used at enterprises?

What responsibilities does the employer bear in the field of working conditions, regimes, and occupational safety?

What is labour discipline and which factors determine its formation?

Which tools can an HR specialist use to maintain labour discipline?

### **Essay Topics**

The influence of working conditions on employee productivity and health: economic and psychological aspects.

Work regime as a tool for increasing labour efficiency.

State policy in occupational safety: challenges, priorities, and directions of improvement.

Formation of labour discipline: the role of organizational culture and HR management.

The occupational safety service as a key element of enterprise safety systems.

### **Report Topics**

The essence of working conditions and the factors shaping a safe production environment.

Methodology of studying working conditions: approaches, indicators, and practical tools.

Legal framework of occupational safety in Ukraine and international safety standards.

Work-rest regime: classification, legal regulation, and influence on performance.

Labour discipline: economic, social, and organizational mechanisms of formation.

## **Topic 6. Organization and Servicing of Workplaces**

### **Plan**

1. The essence of the workplace, its classification, and organization.
2. Workplace servicing.
3. Evaluation of workplace organization quality, mechanisms of workplace certification and rationalization, and their necessity.
4. Modern problems of workplace development and ways to solve them.

### **Discussion Questions**

What is the essence of a workplace and what are its key elements?

Which classification features of workplaces are used in the modern economy?

Which principles of workplace organization are fundamental for production and office activities?

What does the workplace servicing system include?

Which types of servicing (energy, repair, transport, tools, etc.) are critical for uninterrupted work?

Why is workplace certification necessary for enterprises?

Which criteria are used to evaluate the quality of workplace organization?

How does workplace rationalization influence labour productivity?

What modern challenges arise in workplace development (digitalization, automation, remote work)?

What role does an HR specialist play in forming, evaluating, and modernizing workplaces?

### **Essay Topics**

Workplace organization as a key factor of labour efficiency.

Workplace servicing at modern enterprises: requirements, challenges, and prospects.

Workplace certification and rationalization as foundations for productivity improvement.

Workplace ergonomics and its significance for employee safety and efficiency.

Modern problems of workplace development: digitalization, automation, hybrid work.

### **Report Topics**

Classification of workplaces and their role in the production structure of an enterprise.

Workplace servicing system: types, principles, and organizational specifics.

Workplace certification by working conditions and mechanisms of its implementation.

Methods of evaluating the quality of workplace organization.

Modern trends in workplace development under digital transformation.

## **Topic 7. Professional Selection and Psychophysiological Foundations of On-the-Job Training**

### **Plan**

1. System of professional selection.
2. Organization of staff training and advanced training.
3. Specifics of on-the-job training.
4. Main forms of training.

### **Discussion Questions**

What is the essence of professional selection and what is its importance for an enterprise?

Which methods of professional selection are most common in modern HR practices?

What role do a person's psychophysiological characteristics play in professional selection?

Which principles should be taken into account when forming a staff training system?

How does staff training differ from advanced training (upskilling)?

What are the specific features of on-the-job training in the context of modern technologies?

Which forms of on-the-job training are used in the HR sector and service enterprises?

How can the effectiveness of professional training be assessed?

Which psychophysiological factors influence the acquisition of job skills?

What role does corporate training play in the development of enterprise personnel?

### **Essay Topics**

Professional selection as a key element in forming the enterprise's human resource potential.

Psychophysiological characteristics of employees as a factor of training and work effectiveness.

Modern forms of on-the-job training: advantages and limitations.

Staff training and advanced training in the context of digitalization.

Corporate learning environments: the role of HR in developing a learning culture.

### **Report Topics**

System of professional selection: principles, stages, and methods of candidate evaluation.

Organization of staff training at an enterprise: models, standards, and results.

Psychophysiological foundations of on-the-job training: factors, regularities, tools.

Forms and methods of professional staff training: classification and application specifics.

Monitoring and evaluation of employee training effectiveness.

## **Content Module 2. Assessment of the Level of Work Organization**

### **Topic 8. Essence, Importance, and Objects of Labour Standardization Plan**

1. Relationship between work organization and labour standardization.  
2. Subject and object of labour standardization.  
3. Labour standardization in enterprise management, measure and norm of labour costs.

4. Basic principles of labour standardization.

5. Working time and production operation as the main objects of labour standardization, their characteristic features.

### **Discussion Questions**

What is the relationship between work organization and labour standardization?

Why is labour standardization an integral element of enterprise management?

What are the subject and object of labour standardization?

How are the time norm and output norm determined?

What is the importance of labour norms for personnel planning and motivation?

Which principles underlie labour standardization?

Why is working time a key object of labour standardization?

How is the production operation used to establish labour norms?

Which factors influence the size of time norms and output norms?

How can an HR specialist use the results of labour standardization in personnel management?

### **Essay Topics**

The place of labour standardization in the enterprise management system.

Time norm and output norm as tools for increasing labour efficiency.

Organizational and technical factors influencing labour standardization.

Principles of labour standardization: modern vision and practices.

The role of an HR specialist in implementing and monitoring labour norms.

### **Report Topics**

Subject, objects, and importance of labour standardization at modern enterprises.

Labour norms and their classification: scientific approaches and practical application.

Methods for determining time norms and output norms.

Working time as a basic object of standardization: structure, losses, and opportunities for optimization.

Standardization of production operations: methods, tools, and application areas.

## **Topic 9. Working Time Expenditures, Their Classification, and Methods of Study**

### **Plan**

1. Classification of working time expenditures.
2. Methodological foundations of working time analysis and indicators of its use.
3. Standardized and non-standardized working time.
4. Working time study (time photography) and production process study: purpose, types, and content.
5. Mass working time study using work sampling: tasks and methodology.
6. Time study (chronometry): purpose, main types, and organization of time study observations.
7. Procedure for processing data obtained from working time photography and time study, and the use of technical tools for studying working time expenditures.

### **Discussion Questions**

Which types of working time expenditures are distinguished in modern classifications?

What is the importance of working time analysis for increasing labour productivity?

How does standardized working time differ from non-standardized working time?

What does working time photography include and which types of it exist?

What is the purpose of production process photography?

What advantages and limitations does the work sampling method have?

What is the essence of time study (chronometry) and for which tasks is it used?

Which types of time study observations are applied at enterprises?

How are data obtained from working time photography and time study processed?

Which modern technical tools are used to study working time expenditures?

### **Essay Topics**

Methods of studying working time as a tool for increasing labour efficiency.

Differences between standardized and non-standardized working time in modern working conditions.

Advantages of using work sampling in mass working time studies.

The role of time study in improving labour operations.

Technical tools and digital technologies in studying working time expenditures.

### **Report Topics**

Classification of working time expenditures and its importance for labour standardization.

Methodological foundations of working time analysis: indicators, tools, and approaches.

Working time photography: types, methods, and practical significance.

Time study of labour processes: types, techniques, and result processing.

Mass working time studies by the work sampling method.

## **Topic 10. Methods of Standardizing Labour Processes and Ways of Establishing Labour Norms**

### **Plan**

1. Necessity of comprehensive justification of labour norms and classification of labour standardization methods.

2. Characteristics of the main ways of establishing and justifying labour norms.

3. Determination of standardized time by expenditure categories: operating time; workplace servicing time; rest and personal needs time; preparatory and concluding time.

4. Standardization of basic time in mechanized processes.

5. Standardization of labour for multi-machine workers.

6. Standardization of fitting and assembly work.

7. Standardization of labour for auxiliary workers.

8. Specifics of labour standardization during periods of modernization and

production start-up.

9. Standardization of labour for clerical staff, specialists, and professionals.
10. Structure of labour cost standards for production preparation.
11. Purpose and classification of standards used in labour standardization: equipment operating modes and maintenance; time expenditures; staffing levels; subordination.
12. Classification of standards by area of application: inter-industry; sectoral; local; national.
13. Classification of standards by degree of detail: aggregated; element-based; micro-element.
14. Procedure and methods of establishing standards.
15. General characteristics of labour cost norms and their classification.
16. Factors affecting the structure and indicators of labour cost norms and the requirements to be followed when establishing them.
17. Impact of labour standardization on the technical and economic indicators of enterprise development.

### **Discussion Questions**

Why do modern enterprises need comprehensive justification of labour norms?

Which main groups of labour standardization methods exist and how do they differ?

Which ways of establishing labour norms are used most frequently and in which cases?

How is standardized time determined by expenditure categories (operating, servicing, rest, preparatory and concluding)?

What are the specifics of standardizing basic time in mechanized processes?

Which features are inherent to labour standardization for multi-machine workers?

How are fitting and assembly works standardized, and why do they require special detailing?

What are the specifics of labour standardization for clerical staff and specialists?

Which types of labour expenditure standards are applied at enterprises and how are they classified?

How does labour standardization influence the technical and economic indicators of an enterprise?

### **Essay Topics**

Comprehensive labour standardization as a tool for improving enterprise management efficiency.

Comparative analysis of aggregated, element-based, and micro-element standards.

Specifics of labour standardization for clerical staff and professionals in the digital economy.

The role of labour standardization in technical modernization and introduction of new production.

Relationship between labour norms and productivity: economic and social aspects.

### **Report Topics**

Classification of labour standardization methods and areas of their application.

Labour cost standards: structure, types, and methods of establishment.

Standardization of labour in mechanized, fitting, and assembly processes: comparative analysis.

Specifics of labour standardization for clerical staff, specialists, and professionals.

Impact of the labour standardization system on the technical and economic indicators of an enterprise.

## **Topic 11. Organization of Labour Standardization at the Enterprise; Procedure for Introducing and Revising Labour Norms**

### **Plan**

1. Organization of the labour standardization department and its main tasks.
2. Analysis of the state of labour standardization and the use of its results in the process of developing business entities' development strategies.
3. Procedure for introducing and revising labour norms at the enterprise.
4. Recording the fulfilment of labour norms.
5. Methods of encouraging employees to reduce labour intensity of production (service provision) and work under scientifically substantiated progressive norms.

### **Discussion Questions**

What are the functions and structure of the labour standardization department at an enterprise?

What are the main tasks performed by the labour standardization service?

Why is the analysis of the state of labour standardization an important element of enterprise management?

Which methods are used to assess the level of labour standardization?

How do the results of standardization analysis influence the enterprise development strategy?

Which stages are included in the introduction of new labour norms?

What are the most common reasons for revising labour norms?

Which systems exist for recording the fulfilment of labour norms?

Which methods of employee incentives contribute to reducing labour intensity and complying with progressive norms?

What role does an HR specialist play in introducing, monitoring, and revising labour norms?

### **Essay Topics**

The labour standardization service as a strategic tool for increasing enterprise competitiveness.

The role of analysing the state of labour standardization in enterprise development management.

Procedure for introducing and revising labour norms: managerial, technical, and social aspects.

Methods of encouraging employees for working under progressive labour norms.

Interrelationship between labour norms and personnel motivation systems.

### **Report Topics**

Organization of the labour standardization service: structure, functions, and regulatory framework.

Analysis of the state of labour standardization: methods, indicators, and practical significance for management.

Procedure for establishing, introducing, and revising labour norms at an enterprise.

Recording the fulfilment of labour norms: tools, models, and implementation problems.

Methods of encouraging employees to reduce labour intensity and work under scientifically substantiated norms.

## **Topic 12. Social and Economic Effectiveness of Measures Aimed at Improving Work**

### **Plan**

1. Essence of the category “labour productivity”.
2. Economic factors of the efficiency of a labour collective’s economic activity.
3. Indicators of the economic effectiveness of improving work organization and their characteristics.

### **Discussion Questions**

What is labour productivity and how should it be understood in modern conditions?

Which factors influence labour productivity at enterprise level?

What is the relationship between labour productivity and the efficiency of economic activity?

Why do social factors (motivation, working conditions, corporate culture) affect economic results?

Which indicators are used to assess the social effectiveness of work improvement?

What are the main indicators of the economic effectiveness of organizational and technical measures?

How is the economic effect of introducing new forms of work organization determined?

How can the HR department influence the increase of social effectiveness within a collective?

Which methods can be used to assess the results of work improvement?

How do the results of increasing labour effectiveness influence the enterprise development strategy?

### **Essay Topics**

Labour productivity as a key indicator of enterprise competitiveness.

Social aspects of increasing labour effectiveness: motivation, conditions, corporate culture.

The role of an HR specialist in ensuring the economic effectiveness of work organization.

Performance indicators of organizational and technical measures: modern approaches.

Impact of improving work organization on sustainable enterprise development.

### **Report Topics**

The essence of labour productivity and its significance in the economic development of an organization.

Factors of economic effectiveness of a labour collective's activity.

Indicators of the economic effectiveness of measures to improve work organization.

Social effectiveness of work improvement measures: approaches and indicators.

Methods for assessing the economic effect of organizational changes.

## **Topic 13. Integrated Design of Work Organization and Implementation of Organizational Innovations**

### **Plan**

1. Systems approach to organizing employees' work at the enterprise and requirements for the main directions of work organization at the enterprise design stage.

2. Requirements for the main directions of work organization during reconstruction of operating enterprises.

### **3. Discussion Questions**

4. What does a systems approach to work organization at an enterprise mean?

5. Which elements of work must be considered at the enterprise design stage?

6. Why should work organization be part of the overall production design system?

7. Which requirements are imposed on work organization at the stage of designing a new enterprise?

8. Which factors must be considered when determining the labour intensity of future production processes?

9. How do technological changes affect the design of work systems?

10. What are the specific features of work organization during reconstruction of operating enterprises?

11. Which organizational innovations are most often implemented during reconstruction?

12. Which risks arise when changing work organization in an existing production system?

13. What role does an HR specialist play in designing and implementing new work systems?

#### **Essay Topics**

Systems approach as the foundation for effective work organization design at an enterprise.

Work organization at new enterprises: challenges and strategic tasks.

Reconstruction of operating enterprises: organizational innovations and their impact on personnel.

The role of the HR department in designing organizational and technical changes.

Innovations in work organization as a prerequisite for modern enterprise development.

#### **Report Topics**

Requirements for work organization at the stage of designing new enterprises.

Systems approach to work organization: essence, principles, and practical aspects.

Organizational innovations during enterprise reconstruction: classification, examples, and effect.

Specifics of designing labour processes in periods of technical re-equipment.

Impact of organizational changes on the effectiveness of a labour collective's activity.

### **Topic 14. Analysis of the Quality of Work Organization in Production Plan**

1. The category "quality of work".
2. The category "quality of work organization".
3. The category "quality of life".
4. Coefficients of the level of work organization.
5. Criteria for assessing the quality of life and its organization.

#### **Discussion Questions**

What does the category "quality of work" mean and what are its main components?

How can "quality of work organization" be defined and how does it differ from quality of work?

What is "quality of life" and which factors shape it?

How does work organization influence the quality of work and quality of life of employees?

Which main methods of assessing work quality are used at enterprises?

What are the coefficients of the level of work organization and for what purpose are they used?

Which factors make a work organization system effective or ineffective?

Which criteria for assessing quality of life are used in socio-economic research?

How can the HR department influence the improvement of work quality?

In what way does employees' quality of life impact productivity and enterprise development?

### **Essay Topics**

Quality of work as an indicator of professional development and enterprise competitiveness.

Relationship between quality of work organization and employees' quality of life.

Coefficients of the level of work organization: significance, advantages, and limitations.

Socio-economic criteria for assessing quality of life in modern conditions.

The role of an HR specialist in improving the quality of work organization in production.

### **Report Topics**

The category "quality of work": approaches, content, and practical application.

Quality of work organization: essence, components, and assessment indicators.

Quality of life: definitions, criteria, and assessment methods.

Coefficients of the level of work organization and their use in enterprise performance analysis.

Socio-economic factors for improving the quality of work organization.

## **Topic 15. Effectiveness of Organizational Performance: Economic and Social Aspects**

### **Plan**

1. The concept of organizational performance effectiveness.
2. Factors of organizational effectiveness.
3. Criteria of organizational effectiveness and types of effects.
4. Evaluation of organizational performance effectiveness.
5. Evaluation of the effectiveness of organizational systems.

### **Discussion Questions**

What does the concept of "effectiveness of organizational performance" mean?

What are the differences between economic and social effectiveness of an enterprise?

Which main factors influence organizational effectiveness?

What role do organizational structures and personnel policy play in forming effectiveness?

Which criteria are used to assess economic effectiveness?

Which types of organizational effects are distinguished in management theory?

How can the social effectiveness of an organization's activity be measured?

Which methods of evaluating enterprise performance effectiveness are the most widespread?

What is the essence of evaluating the effectiveness of organizational systems?

How can HR specialists influence the economic and social effectiveness of an organization?

### **Essay Topics**

Economic and social effectiveness of an enterprise: interrelation and differences.

Factors of organizational effectiveness under modern challenges.

Organizational systems and their impact on enterprise performance effectiveness.

The role of HR practices in increasing organizational effectiveness.

Criteria of organizational effectiveness: modern trends.

### **Report Topics**

The concept of organizational performance effectiveness and its components.

Factors of economic and social effectiveness of an enterprise.

Criteria for assessing organizational effectiveness: models and approaches.

Methods for evaluating organizational performance effectiveness.

Evaluation of organizational systems' effectiveness: indicators, tools, and prospects.

## **5. LIST OF QUESTIONS FOR THE FINAL KNOWLEDGE ASSESSMENT**

1. The essence of work organization and its role in ensuring production efficiency.
2. The purpose and main tasks of the discipline “Work Organization”.
3. The relationship between work organization and other economic disciplines.
4. Economic laws influencing work organization.
5. Structural elements of work organization.
6. Factors shaping the system of work organization.
7. Forms of work organization and their characteristics.
8. The concept of division of labour and its types.
9. Labour cooperation and its significance for production.
10. Patterns of dividing labour functions among employees.
11. The essence and structure of the labour process.
12. The concept of a technological operation, labour actions, and movements.
13. Directions for rationalizing labour processes.
14. The relationship between the labour process and technological development of the enterprise.
15. The concept of working conditions and the factors determining them.
16. State labour protection policy and its principles.
17. Types of work and rest regimes.
18. The concept of labour discipline and the factors ensuring its observance.
19. The concept and classification of a workplace.
20. Basic requirements for workplace organization.
21. Types of workplace servicing.
22. Workplace certification and rationalization.
23. The system of professional selection of employees.
24. Main forms of personnel training and skills upgrading.
25. Specific features of industrial training and personnel adaptation.
26. The relationship between work organization and labour standardization.
27. Objects of labour standardization and their characteristics.
28. Basic principles of labour standardization.
29. The concept and structure of standardized working time.
30. Classification of working time expenditures.
31. Work time study (time photography): purpose, types, and methodology.
32. The method of work sampling (moment observations): essence and application areas.
33. Time study (chronometry): purpose and main types.
34. Methods and approaches to establishing labour norms.

35. Labour standardization in mechanized processes.
36. Labour standardization for office workers and specialists.
37. Classification of labour standards and their application.
38. Tasks of the labour standardization service.
39. Procedure for introducing and revising labour norms.
40. Recording the fulfilment of labour norms.
41. Methods of stimulating employees to reduce labour intensity.
42. The concept of economic and social effectiveness.
43. Factors of organizational effectiveness.
44. Types of organizational effects.
45. Methods for evaluating organizational effectiveness.
46. Systems approach to designing work organization.
47. Requirements for work organization when designing new enterprises.
48. Organizational innovations during enterprise reconstruction.
49. The concept of work quality and quality of work organization.
50. Coefficients of the level of work organization and criteria for assessing quality of life.

## 6. TOPICS FOR INDIVIDUAL ASSIGNMENTS

1. Analysis of the work organization system at a specific enterprise and identification of directions for its improvement.
2. Study of labour productivity factors and assessment of their impact on the enterprise's economic results.
3. Designing the work organization of a new production or office unit.
4. Improvement of work and rest regimes: proposals and economic efficiency calculations.
5. Analysis of working conditions at an enterprise and development of labour protection measures.
6. Labour standardization in an office environment: assessment, methods, and implementation prospects.
7. Work time study (time photography): conducting research and analysing results.
8. Time study (chronometry): measurement, interpretation, and improvement proposals.
9. Determination of the standard number of personnel for a selected unit.
10. Study of the impact of corporate culture on work quality and organizational efficiency.
11. Analysis of the system of professional selection and personnel adaptation at the enterprise.
12. Evaluation of the effectiveness of measures for improving work organization (economic and social indicators).
13. Development of a model for workplace improvement considering ergonomic requirements.
14. Systematisation and classification of labour standards in a selected industry.
15. Study of types of labour division and cooperation at an enterprise.
16. Determination of the role of technological development in labour process rationalization.
17. Development of a project for optimizing organizational innovations during enterprise reconstruction.
18. Analysis of the impact of labour discipline on workforce productivity.
19. Study of employees' quality of life and development of a programme for its improvement.
20. Development of a motivation system encouraging employees to work according to progressive labour norms.
21. Evaluation of the effectiveness of the enterprise's organizational structure.
22. Analysis of staffing and development of a model for rational distribution of personnel functions.
23. Study of specific features of work organization under digitalization.
24. Evaluation of the level of work organization using coefficients.
25. Development of a set of measures to reduce the labour intensity of the

production process.

26. Analysis of social risks and barriers in implementing new forms of work organization.

27. Comparative analysis of labour standardization in different countries or industries.

28. Study of the effectiveness of team-based work organization.

29. Designing a flexible work organization system for an enterprise or department.

30. Evaluation of the effectiveness of the organizational HR management system in relation to labour productivity.

## Examples of Test Questions for the Final Control

### 1) "Organization of work" is:

- a) a system of measures ensuring effective allocation of enterprise resources to produce the maximum output at minimal cost;
- b) a system of production relationships between employees and means of production, forming a certain order of performing the labour process;
- c) a system of measures aimed at increasing the enterprise's performance and profitability through accelerating the turnover of working capital;
- d) a set of processes and actions aimed at establishing or improving the order of the labour process and the related interactions among employees and with means of production;
- e) a system of production interrelations between employees and means of production.

### 2) Two aspects are decisive for determining the essence and content of labour:

- a) technical-organizational and socio-economic;
- b) socio-economic and investment-related;
- c) resource provision and technical-organizational;
- d) technical-technological;
- e) innovation-investment.

### 3) Economic tasks of work organization include:

- a) economic stimulation of non-productive time expenditures of enterprise employees;
- b) creating conditions for restoring the workforce and preserving workers' health;
- c) developing employees' creative initiative;
- d) ensuring production efficiency and labour productivity by reducing losses and non-productive working time;
- e) reducing losses and non-productive working time.

### 4) Labour division at an enterprise implies:

- a) combining certain types of work by one or several employees;
- b) separating certain types of work within structural units and distributing them among performers;
- c) combining different forms, methods, and techniques of work by performers;
- d) combining certain types of work within structural units and distributing them among performers;
- e) combining certain types of work within structural units.

### 5) Types of labour division at an enterprise include:

- a) technological, operational, interpersonal, technical;
- b) functional, operational, cooperative;
- c) functional, technological, operational, qualification-based;
- d) qualification-based;
- e) interpersonal, operational.

## 7. FORMS OF ASSESSMENT

During the semester, a student may obtain a maximum of 100 points, including: **first midterm assessment – 50 points, second midterm assessment – 50 points.**

Within ongoing assessment, a student may receive points for active participation in lectures and practical classes, demonstrated level of preparedness during questioning, testing, presentation of individual assignments, and solving practical tasks and case studies.

**Types of assessment:** ongoing, final.

**Assessment methods:** observation of students' learning activities, oral questioning, testing.

**Form of final assessment:** pass/fail examination (*credit*).

The semester credit involves assessing the level of the student's mastery of the study material delivered during lectures, practical, seminar or laboratory sessions, as well as performance of individual tasks according to the 100-point scale, the two-level scale ("passed", "not passed"), and the ECTS scale of learning outcomes.

**Criteria for awarding the credit:**

- **"passed"** – the student demonstrates consistent knowledge of the basic concepts of the discipline and can identify relationships between them;
- **"not passed"** – the student has significant gaps in knowledge, cannot identify relationships between the studied concepts, and lacks understanding of most fundamental notions of the discipline.

**Grading scale: National and ECTS**

Total points for all types of learning activities	ECTS grade	National grade (exam, course project, internship)	National grade (credit)
90–100	A	excellent	passed
82–89	B	good	
74–81	C		
64–73	D	satisfactory	
60–63	E		
35–59	FX	unsatisfactory with the possibility of retaking	not passed with the possibility of retaking
1–34	F	unsatisfactory with mandatory repeated study of the discipline	not passed with mandatory repeated study of the discipline

## 8. RECOMMENDED INFORMATION SOURCES

### Essential sources

1. Ільїч Л.М., Акіліна О.В. Економіка праці та соціально-трудова відносина: підручник / Л.М. Ільїч, О.В. Акіліна - К. : Київський ун-т ім. Бориса Грінченка, 2020. 952 с  
[https://elibrary.kubg.edu.ua/id/eprint/33738/1/Akilina\\_L\\_Illich\\_EP\\_pidruch\\_FITU.pdf](https://elibrary.kubg.edu.ua/id/eprint/33738/1/Akilina_L_Illich_EP_pidruch_FITU.pdf)
2. Організація праці менеджера: навчально-методичний посібник для студентів для студентів другого (магістерського) рівня вищої освіти спеціальності 073 Менеджмент / Олійник Н. Ю. Кам'янець-Подільський, 2020. 142 с.  
<http://elar.kpnu.edu.ua/xmlui/bitstream/handle/123456789/5558/Oliinyk-N.Iu.-Orhanizatsiia-pratsi-menedzhera.pdf?sequence=1&isAllowed=y>
3. Економіка праці та соціально-трудова відносина (2024, О.І. Карпіщенко) — підручник, що охоплює організацію праці, нормування, ефективність праці, ринок праці й соціально-трудова відносина.  
[https://files.znu.edu.ua/files/Bibliobooks/Inshi79/0059499.pdf?utm\\_source=chatgpt.com](https://files.znu.edu.ua/files/Bibliobooks/Inshi79/0059499.pdf?utm_source=chatgpt.com)
4. Економіка праці й соціально-трудова відносина (2022, В.А. Ткачук та ін.) — навчальний посібник, який включає теми організації праці, нормування, економіки праці, соціально-трудова відносина.  
[Tkachuk\\_Posibnyk\\_Ekonomika\\_pratsi.pdf](Tkachuk_Posibnyk_Ekonomika_pratsi.pdf)

### Supplementary Sources

5. Н.М. Глевацька, Ю.Б. Чернов, Б.В. Патлаченко. Н.М. Глевацька, Ю.Б. Чернов, Б.В. Патлаченко. Цифрова трансформація організації праці в аграрному секторі України в умовах війни: виклики, можливості та стратегічні орієнтири. збірник наукових праць «Центральноукраїнський науковий вісник. Економічні науки». № 13(46), ч.І, 2025 рік.  
[https://economics.kntu.kr.ua/pdf/13\(46\)\\_I/26.pdf](https://economics.kntu.kr.ua/pdf/13(46)_I/26.pdf)
6. Human Resource Management: Theory and Practice (Bratton & Gold, 2017)  
[https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human\\_Resource\\_Management\\_32088.pdf?utm\\_source=chatgpt.com](https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf?utm_source=chatgpt.com)
7. Бондарчук, Л. (2021). Сутність та особливості організації праці сучасного менеджера. Економіка та суспільство, (31).  
<https://doi.org/10.32782/2524-0072/2021-31-44>.
8. Герасименко, А. В. (2023). Сучасний стан організації праці та підвищення її продуктивності для суб'єктів аграрного бізнесу. Підприємництво і торгівля, (35), 21-29. <https://doi.org/10.32782/2522-1256-2023-35-03>.
9. Смоквіна Г.А. Дослідження основних завдань МОП та напрямів використання закордонного досвіду у вітчизняному законодавстві / Г.А. Смоквіна, Г.І. Кімінчиджи // Економіка: реалії часу. Науковий журнал. – 2020. – № 1 (47). – С. 61-71. – Режим доступу до журн.: <https://economics.opu.ua/files/archive/2020/No1/61.pdf>. DOI:

10.15276/ETR.01.2020.8. DOI: 10.5281/zenodo.3967457

### Information Resources

10. Верховна рада України. Офіційний вебпортал парламенту України. URL: <https://www.rada.gov.ua/> www.lawhelper.com.ua
11. Інформаційні матеріали сайту «Електронна Україна» URL: <http://www.e-ukraine.org.ua>.
12. Інтернет-портал для управлінців. URL: www.Management.com.ua
13. Сайт наукової бібліотеки «Буковина». URL: <http://buklib.net>
14. Сайт Національної бібліотеки імені В.І. Вернадського. URL: <http://www.nbuv.gov.ua/>
15. Національна бібліотека України <http://nbuv.gov.ua>
16. Національна історична бібліотека України <http://nibu.kiev.ua>
17. **International Labour Organization (ILO)**. Official documents, labour standards, reports on working conditions, productivity, occupational safety and health, and labour market trends. <https://www.ilo.org>
18. **Eurofound – European Foundation for the Improvement of Living and Working Conditions**. Research on working conditions, work–life balance, workplace practices, job quality, and labour market developments in EU countries. <https://www.eurofound.europa.eu>
19. **OECD Statistics and Publications**. Data and reports on productivity, employment, skills development, labour regulation, and economic indicators relevant to work organization. <https://www.oecd.org>
20. **State Labour Service of Ukraine (Держпраці України)**. National regulations, procedures, and guidelines on occupational safety, labour protection, working conditions, and labour legislation. <https://dsp.gov.ua>
21. **Ministry of Economy of Ukraine**. Official documents related to labour market policy, human capital development, employment programs, and regulation of labour relations. <https://www.me.gov.ua>.
22. **ILOSTAT – Labour Statistics Database**. Global statistical database covering productivity, employment, working hours, wages, and labour cost indicators. <https://ilostat.ilo.org>.
23. **World Bank Open Knowledge Repository**. Publications on labour markets, productivity, economic development, technological change, and human capital. <https://openknowledge.worldbank.org>

Methodical Guidelines for the Study of the Discipline “Organization of work”

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