

National Aviation University
Faculty of Transport, Management and Logistics
Department of Management of Foreign Economic Activity of Enterprises

Guidelines for the preparation of students
for workshops

the discipline «Human resource management»

for students of the 2 master course

073 "Management"
(code and name of direction (specialty) training)

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INTRODUCTION

In the economic transition in Ukraine are particularly important practical application of modern forms of personnel management, which will improve the socio-economic efficiency. That staff is the foundation of economic stabilization. From interests, behavior and activities depends promote speed and efficiency of the Ukrainian economy in the civilized world market. Discipline "Human Resource Management" is a leading discipline in training masters. The course is based on the use of accumulated over many years of experience of developed social-oriented market economy and synthesis of national practices with staff in a market economy. Study courses allow students to obtain basic knowledge in planning staffing requirements, their training and retraining, vocational guidance and adaptation, career management, management motives and incentives to learn the basic principles and methods of formation personnel services, providing effective leadership, transformation objectives and problems in the internal organization tasks each worker.

The goal of teaching "human resource management" is the formation of future masters skills of human resource development strategy, creation and use of sectoral subsystems of human resources as a basis for achieving the organization's mission. The main tasks to be solved in the course of practical classes, students are gaining such skills:

- calculation of the optimal number of employees of the organization;
- The use of modern methods of recruitment and selection of personnel;
- ownership of tools to stimulate workers requires consideration of potential domestic worker;

- monitoring performance and professional use enabling evaluation methods in the management;
- analyzing future needs, necessitating and main directions of staff;
- providing information and documentation management;
- application of methods for assessing personnel;
- calculation of the efficiency of the staff;
- adapting management personnel to multinationals operating conditions;
- the ability to apply rules of labor law in Ukraine and the Labour Code;
- evaluating the effectiveness of education;
- calculation of labor productivity by various methods.

GENERAL TIPS ON TRAINING METHODS FOR PRACTICAL CLASSES

Workshop - form of instruction in which the teacher organizes a detailed study of certain theoretical positions discipline and the skills of their practical application by individual student performance related tasks. Practical training includes preliminary control of knowledge and skills of students, setting the general problem of the teacher and her discussions with students, solving problems, solving control tasks, their verification assessment. The main goals of practical training are:

- formation of students' skills of practical actions necessary for competent masters perform functional duties;
- develop students' professional and business skills provided educational qualification characteristics graduate;
- formation of students' interest in the future specialty.

The main forms of preparation for practical classes are: students work on individual tasks under the supervision of a teacher; Work with textbooks, manuals or online resources; preparation of a report or presentation. Current level of students' knowledge is tested through oral interviews and performance calculation and logic problems. Most practical training provides students work in small groups, which helps develop skills for work in a team. Subject to all the requirements to prepare for practical lessons, achieved:

- stimulation regular study of primary sources and other literature, attention to lectures;
- consolidate the knowledge acquired by students when listening to lectures and self-study of literature;
- expansion of knowledge through performances comrades and teacher in class;
- the opportunity to verify the previously acquired knowledge, they isolate the most important, significant;
- promote the transformation of knowledge into solid personal belief that is particularly well resulting from the clash of ideas and discussion;
- instilling independent thinking skills, oral presentation, free operating terminology, basic concepts and categories.

If the classes well prepared, in the discussion of specific issues vyrysovuyutsya aspects of their new, deeper justification, put forward provisions not previously attracted the attention of students. Even the deepening of knowledge, the movement of thought from the essence of the first order to the essence of the second order give

students knowledge more meaningful and accurate content, raise their knowledge to a higher level. as the rights and duties depend on the individual members of the reference group. How the role played by interpersonal formed appropriate interpersonal relationships and social education. Some people become "stars", they gain the fame, prestige, recognition and respect. Others are "rejected", they are not stretched, often they are not pay attention by anyone. Between these polarities are middle people. Some of them in varying degrees tends to "stars" part –to the "rejected".

When we are talking about a person, it is primarily ask ourselves: What is it? If we are talking about the status of an employee, it seeks to determine the opinion value of this individual by others. In this regard, social status organically exists with the system of social relations. It creates employee respect, prestige and reputation. All this influences the employee in his personal certainty, drafting "I am - concept". This issue is extremely important. The fact is that "I - the concept of" concentrating a component of two "I" "I" as a leader and "I" as an object relationship with the members of the reference group. In the first case, as noted by prominent Soviet psychologist SL Rubinstein, we are confronted with the activities of the "I" that mediated "my attitude to the other", and the second - "my attitude to itself indirectly attitude to me more." In social psychology, this phenomenon has been called "the mirror I", which is the link between social and internal psychological structure of personality.

People inherited a great variety of needs. Of course there are the material and spiritual needs. Tangible include: the need for food, sleep, clothing, etc., to the spiritual - the need for cognition, social activities, work, communication, creativity. Sometimes allocate social needs (social activities, communication). Such distribution is certainly conditional. In fact, people do not need something, which have not social character. The so-called material needs associated seemingly solely for the biological functions of the human body, in fact, are social in nature. In the process of purposeful managerial influence quite possibly affect the whole system needs of the individual, but because of needs - its interests, ideals, attitudes and, of course, in nature.

Character - one of the main psychological traits. This set of stable psychological characteristics that determine the course of action of man, his attitude, things other people and to himself. Thus, the impact on the character of the subordinate expressed in streamlining its relationship and impact on these relations. It should be borne in mind polarity relationship of character, integrity - unprincipled; tact - clumsiness; organization - disorganization; hard work - laziness; certainty - uncertainty; reassessment of its forces - the underestimation of its forces; self-criticism - uncritissism; demanding of themselves - indiscriminateness to himself; accuracy - untidiness; greed - extravagance like.

Head, who studies traits of the worker, can make for a lot of useful conclusions. Because these traits are not accidental. They derive from specific conditions, and therefore adequately characterize the personality. A certain type of character often meets a certain temperament.

The term "temperament" was introduced back in ancient Greece to distinguish between people Hippocrates. Since then, mankind has to deal with four types of temperament, they are the basis for a typology of people. Probability of this typology

was confirmed by mass experiments of Pavlov, who singled out four main types of higher nervous activity. History of Psychology suggests that people score on properties of temperament manager gives a reliable method of studying subordinates and efficiency of management. It should build on the positive traits of temperament and overcome negative. Thus, the need to respond poryvchastist choleric tact and restraint, phlegmatic inertia oppose best activity, and emotional and melancholic doubts can neutralize genuine optimistic. Proved that melancholic when prepares spend much time on the development of the draft, their checking and correction; sanguine, on the contrary, write drafts often reduced, or not write; choleric often inadvertently make elementary mistakes; phlegmatic may not notice the passage of time and the late completion of tasks and so on. All this aims leader on account individual psychological characteristics of his subordinates, ie individual approach. The need for this is dictated by the fact that due to hereditary predisposition, development and education of all people have a certain set of general and specific abilities.

Abilities - is physiological properties of the individual dynamics that affect the acquisition of knowledge and skills, the success of a particular activity. Of course the system gain experience anyone can master the necessary minimum of knowledge and skills. However, when the ambient conditions different people will learn from their different rates. Many plays football, but become masters of the unit. This demonstrates biosocial unity of personality.

Control questions

1. What does the theory of human capital regards?
2. What are the main features of human capital?
3. In your opinion, what is the difference in such concepts as "person", "individual", "personality"? As we usually use such words in the language?
4. Natural properties and conditions of the individual.
5. The focus of the individual. Thinking skills and personality.
6. Define "I mirror" by Rubinstein.
7. Define basic types of temperament.

References [2, 5, 7].

Workshop 2. Human Resource Management as a social system.

Objective: to acquire the skills of self-assembly resume and cover letter.

Plan for employment

1. Introduction to the phases of assembly resumes its views.
2. Preparation students resume and cover letter.
3. Consideration of common errors in preparing and sending resumes.

Objectives:

1. Read the information on compiling a resume and cover letter.
2. Make a resume and cover letter for their data on this announcement: "The company Bourbon Offshore permanent jobs invites manager and economist (accountant, financier) in the Department of Corporate Services. Requirements: male / female; 18-

25 years, economic education, it is desirable to have a computer at the user level, fluent in English and other foreign languages. The salary of UAH 20,000. "

Note. Resume and cover letter can be written on the other ads in its sole discretion student. In this case it is necessary to give the full text ads used.

3. Consider the given vacancy under the provisions of the Constitution and the Labor Code of Ukraine.

Methodical tips on resume writing

1. Types of resumes: chronological, functional and mixed. Chronological resume - the most traditional type, in this is its advantage - familiar with it all employers. Lack of resumes is that they are very detail reflects your career, even if it is negligible or relate to the post for which you are applying. If your work experience is not big enough, try to summarize another type.

Functional resumes - it should be emphasized helpful for your future position data on your education, skills and so on. Due to the fact that you do not follow a particular procedure, information about the most important skills and experience can be placed on the page above. Summary of this type performs best basic function - the candidate proves a certain position.

Mixed resume - it uses the advantages of the two previous types of resumes. Your ultimate goal - to make the message effective would be a benefit to you.

2. Content summary. Summary course consists of the following parts: name, address, phone number, age, purpose; education; skills; experience; Additional information (including interests); recommendations.

The goal is the most important part of the resume. If the employer has no suitable vacancy, your CV is no treat. The goal of a successful resume - fully meet that looks firm. Among the components that built your objective may be:

- Move position full name if you know it, but not sure if I fantasize;
- provide a sense of your purpose, make the center - everything else in your resume should reflect in support that you provide as a goal;
- Be clear and depart not from the goal - broadly formulated objective is often understood as the unwillingness of the candidate; avoid repetitions and clichés;
- If possible, specify the area in which you specialize;
- provide additional information about you, it will help determine where your skills, knowledge, and skills can be used most effectively;
- provide skills that can be used in the work for which you are applying - it helps gain the reputation of a strong candidate.

Caution: do not specify such purpose, for example, read: "applying for the position of promising opportunities promoted."

Education. Please provide your degree education in reverse chronological order. If you attended a prestigious school or university, make emphasis on highlighting such information. Be sure to include all the rewards and bonuses that you received, as well as basic subjects that are relevant to the job for which you are applying. Minor adverse facts or preferably lower. Do not, for example, writing about high school if it was not particularly prestigious or if you have not reached it considerable success.

Skills. Learn how you can include them in the information about your operations, but sometimes a good idea to allocate them separately. By doing so, you increase your

chances. Describing the basic skills that can be useful in this position, use the method "situation - action - result." Positive results create a positive reaction. If you can, give it expression results of the language of numbers.

Experience. Place the information in reverse chronological order. Make emphasis on the fact that all the preliminary work has been linked with the post, which is claimed and the skills needed for future work you used in the previous studies. If possible, describing previous work as aimed at a particular outcome. Even if the previous work is not quite the one for which you apply acquired her skills will help you learn a new job quickly and efficiently.

For example, your experience of bringing customers into the business for the care of boats show your skills in commerce.

Additional Information. Every word of your resume should work for you. Include in this section only useful information. For example, many employers do not necessarily know that you are interested in scuba diving, marine biologist but it can be useful.

Recommendation. Choose them carefully. If possible, ask the authors to make them commendable. It is desirable that they left a copy of your resume in case the employer wants to contact them.

Order of cover letter. Such, for example, the text of the letter is unacceptable: "Dear Mr. Denisenko, I would like to work in your company. Below I attach your resume. Regards..". to the letter include more information that deserves attention. Remember that you are promoting themselves. The first paragraph should be "Hook", which you pick up the employer. Think something interesting about the company to show that the firm deserves attention. As i resume, a letter is to show that the ability of the candidate to the needs of the employer. Separately stop on how you can help in solving the problems of the company. Explain why you applied to this particular employer, how did you learn about this job and so on. Submit yourself as a strong candidate. Briefly inform their academic achievements, skills and experience. Give examples.

The last paragraph. Insist action. Be persistent. You would not claim for this work had not been convinced that you deserve it. Specify the employer that disturb it in 10-14 days, i do it! The best form of the final paragraph: "Phones and address, which you can contact me ... or I will contact you again in 10 days."

In the cover letter should demonstrate their knowledge of the economic situation of the company or the fact of its participation in exhibitions, fairs and more. Citing information about foreign language skills, should specify in detail the degree of ownership of various aspects of language (add certificates available). The knowledge and computer skills can be separated in this way:

operating systems: MS-DOS, Windows; Microsoft Office, Internet, 1C, Sail etc.

Control questions

1. What are the main types of resumes.
2. What are the main components resume.
3. What should be the theme of the letter, in which you send a resume?
4. What are the pictures in a resume?
5. What experience indicate full-time students?

References [2, 5, 7].

Internet sources: 1. Business in Ukraine <http://rabota.ua/>

2. Business in Kiev and Ukraine <http://www.work.ua/>
3. Job: Select luchshee <http://job.ukr.net/>
4. Business in Kiev and on Ukraine to HeadHunter, <http://hh.ua/>
5. Business in Kiev, Jobs, <http://www.jobs.ua/>
6. Business in Kiev. Business vsej in Ukraine, <http://jooble.com.ua/>
7. Business for students in Kiev <http://student.rabota.ua/>

Workshop 3

HR Policy and Strategy HR organization.

Objective: To acquire the skills to formulate requirements for professional skills required of managers in various industries.

Plan for employment

1. Preparation of presentation "Portrait of a modern leader."
2. Preparation of presentations "What should know and be able to head?" .
3. Discussion of the negative features of management employees.

Task

1. Working in small groups to prepare a presentation on "The portrait of the modern manager," which includes the following elements:

- sector of the economy, which works manager;
- managers (senior, middle and lower) management;
- State of the company (establishment, development, clotting activity), internal and external conditions;
- appearance, manners, etiquette;
- marital status, relationship to the family;
- psychological skills;
- organizational capacity and so on.

2. Working in small groups to prepare a presentation on "What should know and be able to head?" The answer to this question must be sought in the specific conditions under which working people. What professional knowledge required head if he:

- Managing commercial bank;
- Managing a large group;
- Chief Accountant of international companies;
- Rector of the University of Technology;
- Head of Planning and Financial Department of railway undertakings;
- Trading company manager (commercial director);
- Brigadier production team in the industry, transport, construction, agriculture, etc?

3. How should build their relations manager with negative people? This issue versed in more detail in the discussion, separating a group of students into supporters firmer approach to subordinates and supporters of the liberal way of control. Representatives of the other group and during the exchange of views find out the advantages and disadvantages of both approaches aimed at the man and directed the organization of production, the possibility of communication. It is appropriate to consider the "lattice manager", the question of relationships with employees, clarity of goals and objectives for subordinate officers powers of the head and more.

After corresponding calculations are summarized the results obtained in the column "Stage 3". Then discuss the results obtained by different small groups.

Table 5.1

Planning of Human Resource

Number	Activities manager	Stage	Stage	Phase
		1	2	3
A	Find skilled workers in all positions			
B	Measure the degree of advancement for the project objectives and (or) departures			
In	Identify and analyze the different tasks according to the specialty for the project			
G	Develop strategies (priorities, coherence time distribution main stages)			
D	Develop possible options			
IS	Think through the consequences of each specialist			
F	Distribute responsibility, accountability, authority			
With	Define project objectives (desired results)			
AND	Prepare (teach) frames according to the new responsibilities and powers			
K	To analyze the status of the project at present			
L	The required qualifications for new jobs			
M	Take measures to the correction of the project (see plans)			
N	Coordinate ongoing activities			
About	Determine the size of individual assets (including budget, technical support, etc.)			
P	Compare the quality of the participants with appropriate			
P	Identify negative consequences of each action			
WITH	Determine the required level of quality work that will satisfy and of the worker and his manager			
T	Determine the volume and scope of cooperation, responsibility and authority for each new post			

In	Identify the basic plan of action			
F	Identify intermediate points summarizing results			
Total		X	X	

Control questions

1. How is the distribution of management functions in the company?
 2. Describe game theory in decision-making in a lack of information.
 3. What are the main stages of planning as a management function.
- References [2, 5, 7].**

4.

5. **Workshop 6.** Organizing the recruitment and selection of staff.

Objective: To determine the necessary qualities and abilities for the main categories of employees in the company based on the theory Faiola, engineering skills of effective negotiation.

Plan for employment

1. Presentation by students Faiola theory.
2. Working in small groups, determining percentage of administrative, technical and social skills for different levels of management.
3. Business game: Appliances effective negotiations.

Task

1. Working in small groups, students need to determine the percentage of administrative, technical and social skills for different levels of the management summary task is to fill the table. 6.1, comparing its results with Faiola and analysis of deviations.

Table 6.1

The optimum ratio organizational (administrative), technical and social skills of managers%

Level leadership	Administrative (organizational) ability	Performance	Social
1. Director			
2. Technical Director			
3. The head of department			
4. Head workshops			
5. Master			
6. Worker			

2. Students divided into 6 mini-groups. Three are family Carlson, 3 others - family Lindgren. Each group dealt confidential information about the family and their plans for land № 42. Each small group chooses a representative to conduct negotiations on the sale of land № 42. Negotiations are in writing. After the act of sale, the group captures the results and representative first named the price at which the auction ended. As a result of two elected winner of the game: one small group of family Carlson and one - Lindgren, which made for a most favorable purchase (sale) of land № 42. Map-land layout shown in Fig. 6.1.

Blyumenshtrasse		
Laherlef 36	Laherlef 37	
Carlson 41	42	Lindgren 43
Kayzersstrasse		

Fig. 6.1. Map layout-land

Methodical tips for giving practical lesson

1. In 1916 published a work of French economist A. Fayolle "General and industrial management", where the author proposes a new system of rationalization of organizational management. These guidelines contain elements of the approach in terms of the concept of "human resources", which later received extensive development in American management. A. Fayolle developed and deepened a number of important scientific management concepts. The first of them - the functions of leadership. Fayolle divided the whole range of activities with the company for 6 groups and determined the time to perform the functions:

- **administrative - 40% of the time;**
- **commercial activity (purchase, sale, exchange) - 15% of the time;**
- **technical and production activities - 10% of the time;**
- **Financial - 10% of the time;**
- activities linked to the guard (safety) - 10 % Of time;
- control function - 15 % **Of time.**

Second - the provision of optimal ratio organizational (administrative), technical and social skills and knowledge of people working in large enterprises. He expressed it in percentage, noting that all three types of abilities common to all categories of employees in the company, but in very different proportions. Thus, the basic functions of the Director is the administrative and social. The work of the lower level control - artists - it is the leading production function. Workers technical ability to be even higher.

2. To conduct effective negotiations requires some preparation:

- Information (I svo objective information about partners, competitors);
- psychological (preparation and negotiation training);
- tactical (preparation techniques that will achieve the goal).

Technology talks:

- A otrymuytes terms of the agreement to the minute;
- Set a good relationship with an employee for your liyenta;
- Mr. OVOR clearly, calm, friendly;
- do not be in a state of nervous and careless;
- Be interesting to talk;
- H e can bring themselves to irritable state;
- And if for your client says, carefully him listen;
- Mr. and Dr. avayte direct question and answer business;
- ykladayuchy information to do a little pause, giving the client time to absorb your information;
- n is avoid awkward questions;
- with adavayte such question, in order then together from customer their together decide Dr ozvolte in ashomu give the client on board;
- in Customer should be possibility meet his vanity because Mr. ADAI list of benefits that he gets when will your proposal.

Work with doubts and objections:

- listen carefully and do not interrupt;
- check if the question you have not understood;
- Answer forth, outlining information, especially important for the client;
- Just what the client request and that it confuses and discuss with him his doubts;
- do not rush, often the client needs time to reflection;
- remember that perehov at rnyy process - a collaborative process of solution of important issues for both representatives;
- if the customer said "yes" fix it on paper, and negotiate the date and the final fixing your negotiations.

A man reads information at a live contact through various channels of perception. And the first thing a person sees - **words**. The second option - a **tone**. You can say the same words with different tone and content is very different. The third - a **physiology**. That gesture, nodding his head, facial expressions and more. If you take the entire amount of information as **100%**, **the n syholohamy** proved that with this amount of information held **7% of words of information. Intonation - 38%. Physiology - 55% of the information.**

There are several basic types of intonation: **ton sage, magician, friend and soldier**. Business mainly used two tones: the second and warrior. **The tone of the second** - friendly, warm, open, confidence. Softness and tenderness in his voice. **The tone of warrior** - tactical directive, short and clear, giving instructions.

Control questions

1. Define the administrative, technical and social functions.
2. According to the yaks we s principle A. Fayolle made allocation time head?
3. What phrases should not be used during the negotiations?
4. How to determine the time the negotiations?
5. Did wins in negotiations one who first called the price?
6. Define the tone of "wise man" and "magician".

References [2, 5, 7].

6. **Workshop 7.** Formation of collective organization.

Objective: To develop skills for work with the basic provisions of labor law and technology interviewing for a job, forming ideas about the relationship between the main-house on the example of leading corporations in Japan, US, UK and so on.

Plan for employment

1. Consideration in small groups situations regarding right to unemployment benefits.
2. Role play: interviewing in employment.

Task

1. Working in groups, students need to answer the question. In formulating the response, based on determining the status of unemployed, defined in the Law of Ukraine "On Employment":

- h and can get the status UNEMPL and tnoho i in the bottom and dpov and assistance and Ukraine UKRAINE idlepensions and Oner Rock and 62's? Why?
- h and can get the status UNEMPL and tnoho i dpov and a bottom and aid in Ukraine and pensions and Oner Rock 66 and, if the district has worked and i called and lnyvsya in connection with the April and L and S n dats Ia and dpry is mstva? Why?
- h and can get the status UNEMPL and tnoho in and dpov and a n in the labor and INEC, which is in the state andand n is dpry mstva, but receives is TNU and Earn fee? Why?
- h and can get the status UNEMPL and tnoho and bottom and dpov and assistance to Ukraine and teenager in '14?Why?

2. Students are divided into small groups. One of them represents the potential candidates for the position, others - representatives of different companies (US, Japan, etc.) seeking applicants for the position distributor postcards travel company. The students plan to conduct interviews with all applicants on the following typical questions:

- he ezhy work;
- arobitna of charge, be onusy and penalties;
- w kidlyvi habits;
- ment of geography;
- ment of a foreign language;
- f orma clothing;
- orporatyvnyy code for the enterprise;
- job responsibilities and contract of employment;
- etc. Additional work on the promotion of employer.

After each interview predstavnkyky of choosing two contender for the job. Candidates for the post also choose one company and explain why.

The discussion of the results are the main features that should be considered when planning work in a foreign company.

Methodical tips for giving practical lesson

1. A sample of the Law of Ukraine on employment (Art. 2. The unemployed).

Unemployed recognized as able-bodied citizens of working age who due to lack of earnings or have other legal income and are registered in public service employment as job seekers ready and able to take up a suitable job.

Failure to provide suitable job unemployed may be asked to undergo retraining or upgrade their skills.

They can be recognized unemployed citizens:

a) under 16, except for those who worked and were released due to changes in production and labor organization, reorganization, restructuring and liquidation of enterprises, institutions and organizations or downsizing (state);

b) for the first time seeking work and have no profession (specialty), including graduates of secondary schools in the event of their passing from training or paid work, including work of a temporary nature which does not require training;

c) who refused two offers of suitable work since their registration in the employment service as persons seeking work;

d) entitled to a pension under the legislation of Ukraine.

In the absence of a suitable decision on granting the status of unemployed citizens accepted the public employment service for their personal statements on the eighth day after registration at the employment center in a residence as those looking for work. Registration citizens shall, upon presentation of passport and work record, and if necessary - military card, certificate of education or the documents that replace them.

The procedure for registration, reregistration and accounting citizens, job seekers, the unemployed and public employment by the Cabinet of Ministers of Ukraine.

2. American management incorporates the fundamentals of the classical school, founded by Henry Fayolle. Americans Luther Hyulik and Lindau Urvik done much to popularize the main provisions of the classical school. Later, other American authors made in principles of many amendments, clarifications and changes. Modern American management in such a way that emerged at this time, based on three historical background: the presence of market, industrial way of production, the corporation as the main form of business. In the US, there are an average of 12 degrees from the management to the CEO working, with predominant centralized structure where important decisions are made at the headquarters of the corporation. Fundamentally important factor that determines the approach to practice management, is that American managers were focused on some individual values and results. The entire management activity in US companies based on individual arrangements responsibility, assessing individual performance, the development of clear, quantified and usually short-term goals.

One of the main reasons for the rapid success of Japan is it applied management model focused on the human factor. During the whole period of historical development in Japan have developed certain methods of work and conduct the relevant specific features of national character. Japanese economic system based on historical traditions of group cohesion and Japanese innate orientation to the creation of high quality products. The essence of Japanese management is people management. This view is not one Japanese man (person) as Americans, as a group of people. In addition, Japan has a tradition of subordination older, the position is approved by the group. In Japan, the CEO is separated from the worker by the 6-7 -

step structure. Thus each unit has the right to decide much wider range of issues compared to the same division of the American company. By the end of the 80s in Japan all production management functions were transferred to other departments and divisions in 97% of the firms, and the US - only 56% of firms. A. Morita in his book "Made in Japan: history of the company Sony" formulated the purpose and principles of the company that can adequately characterize the Japanese approach to management. Management style which is Japanese companies, focused primarily on group activities, submission and respect for the leader of the senior age. Japanese manager must understand the nature of their subordinates to use their psychological characteristics to intensify work to focus their activities in the right direction through implicit methods of influence, providing volunteer orientation maximum return on their productive and creative motto "Nissan": enterprise - this footage! in summary form displays the personnel policy of Japanese companies.

Features of Japanese and American systems are given in table hiring

Table 7

№	Criteria	Japanese model	Model US
1	2	3	4
1	Decision-making	Decision-making by consensus.	Індивідуальний характер прийняття рішень
2	Responsibility	Collective	Individual
3	Management structure	Custom, flexible	Strictly formalized
4	Character control	Collective	Individual control head
5	Organization of control	Soft, non-formalized control	Clearly formalized strict control procedure
6	Evaluation of the head	Slow-evaluation of the worker and professional growth	Rapid assessment results and accelerated promotions

End of the Table. 7.1

1	2	3	4
7	Evaluation of leadership	Ability to coordinate action control	Professionalism and initiative
8	The focus of management	Orientation to control group increased attention to the man.	Orientation administration to an individual, attention to man as artist
9	Evaluation of activity	Achieving collective result	Achieving Individual results
10	Relationships with subordinates	Personal informal relationships	Formal relations
11	Career	Considering the age, seniority and loyalty to the company	Predetermined personal achievements
12	Training managers	Preparation versatile leaders	Preparation narrowly specialized managers
13	Remuneration	Remuneration for the performance of the group experience	Remuneration of individual achievements

14	The terms of employment at the company	Long-time head of the firm, lifetime employment	Employment on contract, contractual basis, short-term rentals
15	The general principle of governance	"Bottom-up"	"Top-down"
16	Staff	The lack of clearly defined positions and tasks within the organization.	Functional subordination and clear limits of authority
17	Training	Without stopping the working process	Separated, special programs

Control questions

1. How long will it take to become unemployed?
 2. Features of training managers in the US.
 3. Describe the training system in the United States.
 4. Requirements for obtaining the certificate manager in the US.
 5. Conducting personnel policy in the field of personnel management on the example of leading companies of the US and the UK.
 6. Japanese management philosophy.
 7. To characterize the Japanese "economic model", which operated up to 60 years.
 8. The philosophy of the company (response should build on the analysis of the basic philosophical concepts of major Japanese companies, such as "Sony", "Matsushita").
- References [2, 5, 7].

Practical classes 8, 9 Evaluation of staff in the organization. Solidarity and social development team.

Objective: skills assessment productivity by various methods.

Plan for employment

1. Discussion of key issues on measuring efficiency.
2. Prepare a mini-presentation: methods of measuring productivity.
3. Working in small groups, the solution of typical problems.

Task

Efficiency in the broadest sense - to meet the needs of society. As the needs of society are increasing and virtually limitless, the most comprehensive of their satisfaction can be achieved only through the most efficient use of available resources. Thus, the effectiveness - a key, core problem of the economy. Economics - the science, above all, on the effectiveness and proper understanding of this category, its ability to accurately identify and count, find new reserves of its increase - the main purpose professional economists, financiers and accountants.

In preparation for this practical classes, the student task is to understand the socio-economic essence of labor efficiency and increase the value of its purposeful, clear its determination to find out the principles and basic indicators (labor productivity and profitability), learn how to apply indicators and methods of measurement

productivity, identify factors and find the reserves to increase productivity, to clarify the mechanisms of performance management in the enterprise.

Effectiveness of work - is its effectiveness, reflecting the ratio of produced tangible and / or intangible benefits and the number zvytrachenoyi this work.

1. Based on the data table. 8.1 Please answer the question:

- the change in labor productivity in the company if the sales in comparable prices to rise, and the number of employees - on?
- how to change the number of employees, sales grow and productivity at?
- How will sales if the number of employees will decrease by, and labor productivity will grow?

Table 8.1

Option	1	2	3	4	5	6	7	8	9	10
ΔQ	2,1	2,2	2,3	3,4	3,6	3,8	4,3	4,5	4,7	4,9
T	4,9	4,7	4,5	4,3	3,8	3,6	3,4	2,3	2,2	2,1
P	5,5	5,6	5,7	5,8	5,9	6	6,1	6,2	6,3	6,4

Productivity - a measure of employment of employees, characterizing the amount of output produced per unit of time, or time spent on the production unit.

Productivity - efficiency production of human activity, the number of products produced per unit time. There are four methods of measuring productivity: natural, labor, value and unit.

2. Analysis of the two branches shows that the productivity of employees and the average wage per worker for the quarter increased by the amounts given in the Table. 8.2. What conclusions manager should make these data? Identify shortcomings in the organization of work and remuneration of two branches.

Table 8.2

Options	Indicator, thousand UAH	Branch I		Branch 2	
		1 Quarter	2 Quarter	1 Quarter	2 Quarter
1	Load per employee	100	102	150	155
	The average salary	5	6	6	7
2	Load per employee	250	265	270	280
	The average salary	5,5	6	6,45	6,95
3	Load per employee	400	500	550	600
	The average salary	4	5,1	5,5	6,5
4	Load per employee	1000	1050	1200	1280
	The average salary	7	7,9	8	9
5	Load per employee	870	880	620	628
	The average salary	5,9	6,3	7,2	7,5
6	Load per employee	1650	1780	1500	1690
	The average salary	4	4,2	5	5,3
7	Load per employee	1432	1568	1280	1420

	The average salary	4,95	5,03	4,75	4,8
8	Load per employee	3550	4680	3870	4500
	The average salary	5,2	5,21	5,3	5,31
9	Load per employee	5200	6200	6200	7200
	The average salary	3	3,2	4	4,1
10	Load per employee	2000	2250	8000	9500
	The average salary	3,5	3,6	8	8,5

3. Insurance companies use hourly wage for workers and office piecework (in the form of commission) for insurance agents. Justify the correctness of this decision by the management of the insurance company.

Invite formula and calculate salary insurance agent for a month if it gets F 1% commission on policies of group A (insurance policies travelers worth up to 50 USD each), F2% for the policies of group B (Green Card cost about 300 USD each) C3% policies for group C (property insurance and real estate worth more than 2000 USD each). Number of policies sold each group dynamics and changes in productivity insurance agent given in Table. 8.3.

What is the average productivity of an insurance agent for the week?

Table 8.3
Results of insurance agents month

Options	Fee%		Policies for groups, units	1 Week	The decline in productivity for weeks,%		
					2	3	4
1	F ₁	15	A	50	20	-	-
	F ₂	8	B	15	-	15	-
	F ₃	5	C	10	-	-	10
2	F ₁	20	A	60	5	-	-
	F ₂	10	B	15	-	10	-
	F ₃	2	C	3	-	-	20
3	F ₁	16	A	50	15	-	-
	F ₂	6	B	20	-	25	-
	F ₃	4	C	10	-	-	28
4	F ₁	18	A	40	3	-	-
	F ₂	6,5	B	6	-	30	-
	F ₃	3	C	5	-	-	45
5	F ₁	25	A	20	12	-	-
	F ₂	7	B	10	-	42	-
	F ₃	2,5	C	4	-	-	38
6	F ₁	17	A	12	25	-	-
	F ₂	7,5	B	15	-	22	-

	F ₃	6	C	2	-	-	35
7	F ₁	18	A	48	30	-	-
	F ₂	9,5	B	12	-	14	-
	F ₃	5,5	C	6	-	-	24
8	F ₁	20	A	29	11	-	-
	F ₂	11	B	11	-	8	-
	F ₃	4,5	C	4	-	-	19
9	F ₁	22	A	8	6	-	-
	F ₂	10	B	18	-	4	-
	F ₃	4	C	6	-	-	60
10	F ₁	24	A	56	2	-	-
	F ₂	12	B	35	-	16	-
	F ₃	2,5	C	2	-	-	50

Methodical tips for giving practical lesson

Productivity is agile and dynamic indicator of performance and efficiency of production, which corrected a number of factors, is crucial in the development of individual enterprise in the country. Therefore, the owners, employees and managers must continually seek ways to improve results and productivity.

Productivity (P) is calculated using the formula:

$$P = Q / M \quad (8.1)$$

where Q - output or turnover, thous. UAH;

M - the number of staff people.

Change in productivity is calculated as follows:

$$\Delta \Pi = \left(\frac{100 + \Delta Q}{100 + \Delta \mathcal{Y}} - 1 \right) * 100 \quad (8.2)$$

Change in headcount of personnel:

(8.3)

$$\Delta \mathcal{Y} = \left(\frac{100 + \Delta Q}{100 + \Delta \Pi} - 1 \right) * 100$$

Changing the output:

$$\Delta Q = \frac{(100 + \Delta \mathcal{Y})(100 + \Delta \Pi) - 100}{100} - 100 \quad (8.4)$$

Productivity index calculated by the formul

$$PI = LI / IOW$$

(8.5)

where LI - load index on one employee:

$$LI = H_2 : H_1$$

(8.6)

IOW - the index of wages

$$IOW = W_2 : W_1 \quad (8.7)$$

Control questions

1. Define efficiency.
2. What are the methods of measuring productivity.
3. What arrangements increased productivity you know?
4. Explain the concept of "return on labor."

References [2, 5, 7].

Practice session 9,10,11 Managing the development and movement of human resource.

Managing the release of staff. The effectiveness of human resource management

Objective: To develop skills for drafting a job description according to the principles of management.

Plan

1. Preparation of mini-presentations on the interpretation of the term "right", "responsibility", "responsibility".
2. Work on variants: the assessment of conformity rights, obligations and responsibilities in the job description.
3. Discussion of results.

Task

Draw Conformity Assessment rights, duties and responsibilities of the example job description according to plan:

1. Read the text of the job description in accordance with Annex A.
2. Build the circuit according rights, duties and responsibilities.
3. Calculate the total value of rights, duties and responsibilities.
4. Estimate how many duties account for each item of rights and duties as necessary on every point of responsibility (tab. 9.1)
5. Identify inefficient elements (tab. 9.2) and propose options for solutions.
6. To formulate an answer.
7. Assess whether describes the management principle of "ensuring that the rights, duties and responsibilities."

Methodical tips for giving practical lesson

Ensure that the rights, duties and responsibilities is one of the most important principles of management. Excess rights compared with management responsibilities

leads to tyranny; The disadvantage paralyzes business initiative. Here is an example of the assessment of the job description Head of planning and economic department.

I. Tasks and responsibilities:

1. Lead the work of economic planning in the company, aimed at the rational organization of economic activities, identification and use of reserves production to achieve maximum economic efficiency.

2. The head of drafting perspective, annual and monthly plans of all departments of the company activities and studies and calculations to them in accordance with the objectives set plans.

3. Manages the company drawing up plans, coordinates and mutually connects all the sections, is involved in developing a comprehensive plan for socio-economic development.

4. Provides performance plan to bring business units.

5. Organizes development of progressive plans of feasibility standards of material and labor costs, projects, permanent, temporary, one-time enterprise product prices, tariffs for works (services), planning and settlement prices for basic raw materials and semi-finished products used in production , estimated costing marketable products.

6. Provides work to improve the scientific basis for plans, comprehensive economic analysis of all company activities and the timely development of measures for efficient use of capital investment, financial, labor and financial resources to accelerate the pace of productivity growth, reducing production costs, improving profitability, increasing assets and profits, losses and eliminate wasteful spending.

7. Organize monitor the implementation of the plan sales and profit plan, correct application set prices, involving the department in the development of measures to reinforce austerity, lower losses and unproductive expenses, the elimination of unprofitable certain products, improved pricing.

8. However, accounting provides methodical management and organization of the implementation, improvement and expansion of intra-economic calculation.

9. Provides drafting cost estimates of economic incentive funds, teaching materials for planning, calculation of economic efficiency measures for the introduction of new techniques and technologies, innovations and inventions.

10. Organize systematic monitoring of compliance units the company planned discipline, execution of tasks and statistics on all production and technical and economic performance of enterprises, preparation of periodic reports and time-bound.

11. The Department organizes participation in the development of rational planning and accounting records, and the introduction of mechanization and automation in planning, accounting and economic analysis.

12. Provides conclusions on the preparation of projects wholesale prices for products brought to the company, conducting research on business economics, methodical management organization of economic units in the company, the activities of creative unions of workers.

13. Supervises personnel department.

14. Knows, understands and uses the existing regulations relating to its activities.

15. Knows and complies with the requirements of regulatory assets on occupational safety and the environment, follows the rules, methods and techniques of safe operation.

II. Headman of planning and economic department may:

1. To act on behalf of the department, to represent the company in relations with other departments and other organizations of industrial and economic, financial and economic issues.

2. Contribute to the managers and heads of departments proposals to improve the industrial and economic, financial and business enterprises.

3. To sign documents and vice within its competence.

4. Require the leader in the performance of duties and exercise the rights stipulated in this job description.

5. Implement interaction with the heads of structural divisions.

6. Install duties for subordinate employees.

7. To demand and receive from unit managers the necessary information.

8. Contribute to the Head of proposals on the appointment, transfer and dismissal department; encouraging employees who distinguished themselves; bringing to material and discipline violators of production and labor discipline.

9. Involve specialists of other departments to participate in the development of business plans, financial and business enterprise.

10. Independently to correspond to the structural divisions of the enterprise and other organizations on matters within the competence of the department managed by him and do not require a decision of the head of the company.

11. To increase their professional qualifications.

12. acquainted with draft documents relating to its activities.

III. Headman of planning and economic department responsible:

1. For inadequate performance or failure to perform their duties as stipulated in this job description - to the extent permitted under applicable labor laws of Ukraine.

2. For offenses committed in the course of its activities - to the extent permitted under applicable administrative, criminal and civil legislation of Ukraine.

3. For task property damage - within the limits set by the civil law and the law on Labour of Ukraine.

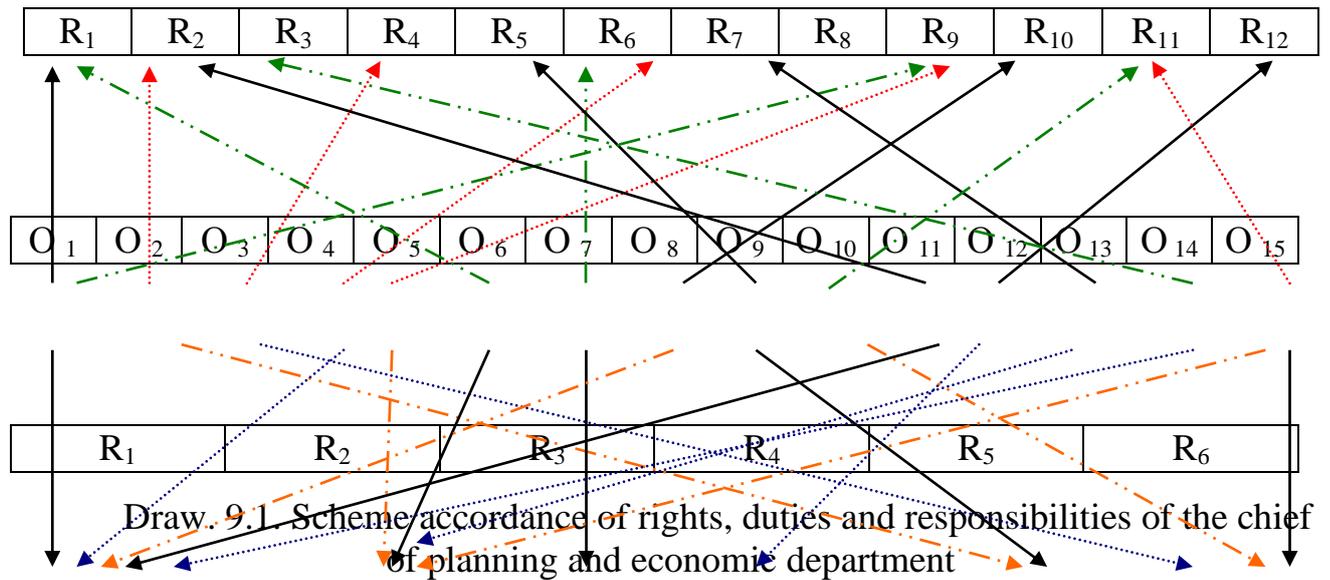
4. Untimely and poor execution of documents on behalf of the enterprise, improper record keeping and the use of our technical information in liberty mileage use.

5. Disclosure company, which belongs to commercial secret.

6. Failure to work rules, safety, safety, industrial hygiene and fire protection.

Construct scheme liability rights, obligations and responsibilities in draw.

9.1



After the evaluation calculate how much duty falls on every item of rights and responsibilities, according to the fill tab. 9.1:

Table 9.1

Value the rights, duties and responsibilities of the job description

The actual value of rights and obligations	The actual value of responsibility and duties
r1= 1o	
r2= 2o	
r3= 1o	
r4= 1o	r1=5d
r5= 1o	r2=4d
r6= 2o	r3=1d
r7= 1o	r4=1d
r8= 1o	r5=2d
r9= 2o	r6=3d
r10= 1o	
r11= 2o	
r12= 1o	
Scheduled value rights, duties and responsibilities is:	
O : R = 15 / 12 = 1,25	D : R = 15 / 6 = 2,5

R (i) = 1d	R (i) = 2d or R (i) = 3d
------------	--------------------------

To develop proposals for bringing into line job description, inefficient find items in Table 9.2:

Table 9.2

Analysis inefficient elements in the job description

Value of rights and obligations		Value of responsibility and duties	
r2 = 2o	reduce	r1 = 5d	reduce
r6 = 2o	reduce	r2 = 4d	reduce
r9 = 2o	reduce	r3 = 1d	reduce
r11 = 2o	reduce	r4 = 1d	reduce

As an example, these options offer the solution: expand (restated) responsibility 3, 4; divided into two separate rights: 2, 6, 9, and one responsibility:

R3 = the task property damage - within the limits set by the civil law and the law on Labour of Ukraine and pecuniary damage.

R4 = for failure and poor execution of documents on behalf of the enterprise, improper record keeping and the use of our technical information in liberty mileage purposes, without conducting Director meetings and negotiations.

R2.1= submit to the Headman proposals for improving the production and business activities;

R2.2= submit to the Headman of departments proposals to improve financial and business enterprises.

R6.1 = set duties for employees;

R6.2 = supervise the work of subordinate employees.

R9.1 = engage experts to participate in the development plans of economic activity;

R9.2 =involve specialists of other departments of financial and business enterprise.

R1.1= for failure to perform their duties;

R1.2= for improper fulfillment of their duties.

Control questions

1. What is the job description and categories of workers for whom it is?
2. Explain what should be the optimal ratio of rights, obligations and responsibilities in the job description?
3. The consequences of non-compliance the rights, duties and responsibilities?
4. Is it necessary to consider rules of labor law when drafting a job description?
5. What are the main elements of the official istruktsiyi in Europe? America? Japan?

References [2, 5, 7].

Practical training 10. Managing the development and movement of human resource.

Objective: To develop skills for evaluating the effectiveness of spending on training.

Plan:

1. Clarification of theoretical propositions on the theme "Learning the basics of human capital. Evaluation of education. "
2. Preparation of presentations: assessment of time value of money.
3. Working in small groups, the solution of typical problems.

Objectives:

1. Specialist organizations with an annual salary of A (USD) has the opportunity to improve their skills through training throughout the year on paid annual courses on the job. Tuition - B (Table 10.1). How much should be increased to UAH future monthly salaries specialist training that he considered appropriate if it determines an investment rate of return (discount rate) r (%)?

Table 10.1

Costs for professional development

Output data	Variants									
	1	2	3	4	5	6	7	8	9	10
The annual salary A, UAH thou.	10	11	12	13	14	15	16	17	18	19
Tuition B, UAH thou.	1	2	3	3	4	4	5	5	6	6
Discount rate r , %	15	20	25	27	29	30	32	33	34	35

2. The school offers a program of stabilization of spending on education. Administration claims that the tuition fees, which is currently 2 thousand. UAH will grow under the influence of inflation because Administration shall notify that it intends to increase tuition fees for 200 UAN each year for three years.

Members of stabilization program are offered special conditions. They should make 8 thousand. UAH in September the first year and then nothing else is paying. It is believed that participants save on paying for education 1200 USD (15% savings).

8000 USD Are we today pay the less against 2000 + 2200 is the next year + 2,400 + two years in 2600 after three years?

Determine the present value of future amounts. When discounting consider different interest rates (tab. 10.2).

Table 10.2

The discount rate according to options

Variant	1	2	3	4	5	6	7	8	9	10
Discount rater, %	3	5	7	9	10	12	15	16	17	18

3. The company offers employees going to retire two ways to receive your pension payments: the first officer on a monthly basis until the end of life receives a fixed amount of money; the second is when the retirement lump sum is paid some amount of money. How the firm can determine the present value monthly throughout the life of a fixed amount of money? What is the current value of the annual pension of 10,000 USD. at the end of each of the following 15 years at a discount rate of $r\%$? Reduce the interest rates increase the attractiveness of a lump sum payment for employees who retire? At what interest rates will become more attractive lump sum of 90 000?

Methodical recommendations on conducting of practical classes

For the purpose of receiving ideas about the efficiency of the staff should evaluate the effectiveness of the use of personnel in the following sequence: estimate of personnel costs, performance evaluation of staff, evaluation of effectiveness of personnel costs. This evaluation may be conducted using the scorecard:

- the indicators characterizing the level of costs for personnel;
- indicators that directly assess the overall performance of staff;
- the indicators characterizing the efficiency of the staff costs.

The company spends a certain amount of funds associated with the involvement of staff, i.e. performs personnel costs. Such costs include wages, accruals contributions for social and pension insurance, unemployment insurance, compulsory state insurance against accidents at work; the company expenses on social payments and benefits, training and staff development, to the payment of dividends and the like. The costs of professional development IC individual compares with the increase of the profit (income) after training. IP – the value of training costs. They include two parts: direct (cost of learning) and indirect (funds that could be obtained during training (missed opportunities). Modern value of the future benefits of R is determined by the formula:

$$P = \sum_{i=1}^n \frac{B_t}{(1+r)^t}, \quad (10.1)$$

where B_t – expected increase of earnings in year t ;
 r is the market rate of return on capital;
 n – number of years for use of the knowledge gained (estimated duration of work).
 If $G > IP$, investment in training of this type pay off, otherwise we should look for other applications of capital.

Most organizations use as an indicator of the effectiveness of personnel management: General payment for work as a percentage of the income of the firm; the number or percent of management positions filled from internal sources; the company's sales volume per employee; benefits in the form of a percentage of the cost of labor.

The first type of problem is solved in three stages:

- at the first stage A_1 is defined as the annual salary next year on the condition of reducing the cost of money in time in accordance with the rules of the discount;
- at the second step, calculate the total amount you will spend a specialist in the next year – a reduction of wages due to the discount rate plus the cost of training. The amount of this sum he should return in the next year;
- on the third step, calculate the increase in the monthly salary according to size .

The second task is solved in 2 steps:

- in the first stage, the cost of the degree subject to discounting. In the first year it will be 2000, in the second $2200 / (1+r)^1$, in the third $2400 / (1+r)^2$ and the like;
- at the second step, calculate the total amount of tuition for 4 years and its value is compared to 8000 UAH, If the higher amount is useful to pay 8000 UAH immediately, if less – it is advisable to pay tuition monthly.

The third task is solved in tabular form (tab. 10.3). If the amount received is more than 90 000 USD, at this discount rate or less, it becomes advisable to get 90000 immediately.

Table 10.3

Calculation of the pension payment options

Year	$(1+r:100)^{pi_k}$	Discount factor, $X = 1/(1+r)^{pi_k}$	Annual pension, A	Discounted pension $A * X$
0	1,0000	1,0000	0	0
1	1,r00		10000	
...			10000	
14			10000	
15			10000	
Sum				

Control questions

1. Give the definition of "cost effectiveness of staff."
2. What are the methods of evaluating the effectiveness of education do you know?
3. How can you use the evaluation time value of money at planuvannyai personnel costs?

References [2, 5, 7].

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23. Business in Kiev. Business vsej in Ukraine. - <http://joble.com.ua/>
24. Business to students in Kiev. - <http://student.rabota.ua/>

Periodicals

a) newspapers

61009 Education

40123 Education Ukraine

b) Ukrainian magazines

95377 art sale

89083 All of labor and zarobotnoy Plate

49791 DAS management

01158 Directory of the personnel

99199 Directory of the personnel. Special Issue

89,980 HR Practice

91,419 HR Manager

94,900 Wages

37017 salary. Special Issue

49288 Clearing technology for management

95,276 HR 01

Library 89,862 personnel officer

37232 Templates and development for human resources

HR 95405 Ukraine

37,037 HR Ukraine. Special Issue

22942 Marketing in Ukraine

40711 Marketing and Advertising

08287 marketing research in Ukraine

01627 Management and кадры: Psychology management, sociology and sotsyonyka

37810 Science sale: from art technologies for

99858 Carrier

09,881 Employees

74,584 ports plus Ukraine

06,709 Work and the law

40,180 Social security

74276 Sociology: theory, methods, marketing

22614 Statistics of Ukraine

68171 Metropolitan Express

Transportation 21,802

74541 Ukraine: aspects of labor

68679 Ukrainian Railways
22,899 HR - Ukraine
45599 Office management and workflow
91949 Logistics: problems and solutions
89,866 products and markets

c) Russian magazines

46431 Unyversytetskoe Management: Practice and analysis
04151 Upravlenets
18239 Quality Management Education: Theory and Practice of Administrative
эffektyvnoho
97672 Manage the corporate kulturoy
81378 Management Education
29431 Management Resources
56342 Control Organization
85032 Management Development staff
85028 Management chelovecheskym BUILDING
45998 Arts and Education
81259 Kadrovaya Service Management and staff of the enterprise
80,757 HR
81,902 employer staffing Case + Learning
82225 Kadrovые solutions
80970 Kadры enterprise
78306 Quality Education
80,620 Quality. Innovations. Education
55432 Services: science, technics, control
56346 Control Methods economies
56348 Economic aspects of organization and management technics
55617 Kadры. Economy Education
56361 Economy Transportation, communication and telecommunications

d) Belarusian magazine - 00,479 HR. Management Resources

Job Descriptions

Variant 1. Head of Financial Department

I. Tasks and responsibilities

Head of Finance Department:

- Organizes the financial activities of the company, ensure the financial resources performance targets, conservation and efficient use of fixed assets and working capital, labor and financial resources, timely payments of liabilities to the state budget, suppliers and banking institutions.
- Participates in drafting plans for the sale of goods (works, services) targets, increasing profitability.

- Specifies the needs of the enterprise in all kinds of credit, funding plans technical re-equipment and reconstruction of enterprises, the construction of new production.
- Organizes standards development working capital and measures to accelerate their circulation.
- Provides timely revenue, bill payment providers, clearance by established terms of financial settlement and banking transactions, payment of salaries to employees.
- Controls the accuracy of preparation, execution and approval of estimate-financial payments expensed for the introduction of new technology, estimates of the cost production development fund, the fund incentive fund for social and cultural activities and housing, means of purpose, as well as other documents, surf 'related to the financial operations of the company.
- Monitors the implementation of financial and credit plan, sales plan, plan the profits and other financial indicators, the cease production, which has no sales, spending money right and targeted use of equity and debt.
- Analyzes financial and economic activity of enterprises involved in the development of proposals aimed at preventing the creation and elimination of unused inventory, increase profitability, reduce production costs, strengthen financial discipline, economic accountability, improve staff management.
- Ensures timely preparation and submission of financial statements set.
- Manages staff department.

II. Law

Head of finance department may:

- Act on behalf of the department, to represent the company in relations with other departments and other organizations with financial issues.
- Contribute to the managers and heads of departments proposals to improve financial and business enterprises.
- Sign and vise all documents wich related to the financial and economic activity of the enterprise. Require the company manager (other leaders) in carrying out the duties and exercise the rights stipulated in this job description.
- Carry out cooperation with the heads of structural divisions.
- Participate in the preparation of draft orders, instructions and other documents related to the activities of the financial department.
- Demand and receive from unit managers the necessary information.
- Contribute to the head of the company: presentation of appointment, transfer and dismissal of employees of the financial department; proposals to encourage employees who distinguished themselves; proposals on bringing to material and discipline violators of production and labor discipline.
- Give instructions for heads of structural divisions on proper organization and conduct financial work.
- Independently correspond to the structural divisions of the enterprise and other organizations on matters within its competence.

III. Responsibility

Head of Financial Department responsible:

- For inadequate performance or failure to perform their duties as stipulated in this job description - to the extent permitted under applicable labor laws of Ukraine.
- For offenses committed in the course of its activities - to the extent permitted under applicable administrative, criminal and civil legislation of Ukraine.
- For task property damage - within the limits set by the civil law and the law on Labour of Ukraine.
- For delayed and poor execution of documents on behalf of the enterprise, improper record keeping and the use of our technical information in liberty mileage use.

Variant 2: Cashier

I. Tasks and responsibilities

Cashier:

- Performs operations related to the acceptance and delivery of cash through cash businesses, stores all received values.
- Receives cash in banking institutions, has entries in the cash book transactions of receiving and issuing cash for each pay-cash warrant expense receipts and the date of their issuance or receipt.
- Checks and authenticity of the signature of the chief accountant, and the account documents - Permit inscription head or authorized persons, the presence of other details on receipt of cash orders and account documents, and those documents mentioned in applications (statements, invoices, certificates, etc.). Return to the accounting documents for the relevant clearance in the case of not meeting at least one of these requirements.
- Signs lucrative cash vouchers and expense receipts immediately after receipt or issuance of cash on them, and the documents attached to them stamp "Paid".
- Issues a receipt to the person who handed over cash to the cashier. Stamp "deposited" or makes an entry in the payment information at the names of persons who have not taken within the prescribed period payments related to salaries, the registry is deposited amounts in payroll indicates the amount actually paid and the amount to be deposited, compares these amounts with the overall result for payroll and puts his signature.
- Issues a warrant for spending cash actually issued by payroll amount, sends it to register.
- Every day at the end of the day give the cash balance in the cash business and enterprise transfers the accounting cashier report (a copy of the entries in the cash book) along with pay-cash warrant expense receipts and against signature of the person who oversees the conduct cash transactions.
- Performs other duties to preserve in cash monetary instruments, securities and so on.

II. Law

The cashier has the right:

- Wise records within its competence.

- Contribute to the leadership of proposals to improve operations and address the identified deficiencies.
- Become familiar with the plans of the company regarding its activity, documents on Policy of personnel, labor relations and benchmarks of quality of performance of duties robytnykamy.
- Demand and quickly retrieve documents necessary to perform their duties and tasks.
- Require the heads of its structural division exercising the rights provided in this manual, qualified to perform their duties and assisting in their performance.

III. Responsibility

Cashier is responsible for:

- Violation of safety rules, fire, sanitary and other regulations, which form a threat to the company, its employees.
- Failure to comply with labor and executive discipline.
- Failure or improper fulfillment of their duties under this instruction to the extent permitted under applicable labor laws of Ukraine.
- Causing direct material damage to the enterprise, as well as for the actions (or inaction) that led to such damages.
- Offences committed in the course of their work to the extent permitted by the current legislation of Ukraine.

Variant 3: Senior Accountant

I. Tasks and responsibilities

Senior Accountant:

- Independently and fully maintains records of fixed assets, stocks, funds, accounts and other assets, equity and liabilities, revenues and expenses for the company accepted form of accounting in compliance with the common principles of accounting and with the peculiarities of the company and data processing technology.
- Provides a complete and accurate reflection of the information contained in the accepted primary documents on accounts.
- In agreement with the owner (manager) of the company and chief of accounting in banks submit documents for the transfer of funds according to certain taxes and fees, and make payments to other creditors pursuant to contractual obligations.
- Participates in the inventory of assets and liabilities, the design of materials related to the compensation of losses and lack of shortage, theft and damage to assets, in assessments of the state of accounting in separate divisions.
- Prepares data for inclusion in financial statements, provides drafting some of its forms, and other forms of periodic reporting, based on accounting data.
- Provides training processed documents, registers and reporting to save them within the prescribed period
- Participates in the preparation of proposals for: amending the accounting policies selected, improvement of internal (management) accounting and

document circulation rules; development of additional system of accounts and registers of analytical accounting, reporting and control of business operations; property preservation, rational and efficient use of material, labor and financial resources, debt and maturity, regulation of the company and other matters related to the financial position of the company and its financial performance.

- Meet and continuously exploring new regulatory guidance and reference documents for organization and accounting and makes proposals for their implementation in the enterprise.

II. Law

Senior Accountant is entitled:

- Sign and vise records within its competence.
- To correspond and to enter into relationships with other departments of the company on matters within the competence of accounting.
- Contribute to the leadership of proposals to improve operations and eliminate shortcomings in the work;
- Demand and receive information and documents necessary to perform their duties and tasks.
- Require the company manager (unit managers) exercise the rights stipulated in this manual, qualified to perform their duties.
- Giving subordinate staff assignments and tasks on the range of issues within its functional responsibilities and oversee their timely implementation.

III. Responsibility

Senior Accountant is responsible for:

- False information on the implementation of planned activities.
- Failure, and orders the immediate managers.
- Faulty safeness, fire, sanitary and other regulations, which form a threat to the company or its employees.
- Failure the labor and executive discipline.
- Failure or improper fulfillment of their duties under this instruction to the extent permitted under applicable labor laws of Ukraine.
- Causing direct material damage to the enterprise, as well as for the actions (or inaction) that led to such damages.
- Offenses committed in the course of their work to the extent permitted under applicable administrative, civil and criminal legislation of Ukraine.
- Personable responsible for the safety and non-proliferation provided at his disposal service information.

Variant 4. Commercial Director

I. Tasks and responsibilities

Commercial Director must:

- Implement economic and financial management of the enterprise in terms of logistics, marketing, transport and administrative services, ensuring efficient use of material and financial resources, lower their costs, acceleration of deadlines turnover of working capital;

- Organize and supervise the work of subordinate structural units;
- Develop projects of economic agreements and commercial contracts, giving their supervisors to coordinate;
- Manage work to create a dealer network sales;
- Conduct market research of goods and services, build a database of goods and services of interest to the enterprise;
- Monitor the implementation of the plan sales, logistics company, with profit plan;
- Participate in the development of market research plans;
- Develop current and future plans of expansion of economic activity;
- To monitor the implementation of obligations under the supply of products (range, quantity, variety, quality, deadlines and other terms of delivery).

II. Law

- Commercial Director may:
- To represent the company in negotiations with partners at meetings and conferences;
- Receive from unit managers and performers need for information;
- Issue orders and instructions within the competence of the financial and economic activities;
- Contribute superior management suggestions for improvement related to under this job description duties.

III. Responsibility

- Commercial Director is responsible for:
- Quality and timely fulfillment of its responsibilities in this job description;
- Non-disclosure of information constituting a trade secret of the company;
- The work of subordinate units;
- Compliance work rules;
- Compliance with the instructions and requirements for safety, fire safety and industrial hygiene

Option 5. Specialist-analyst with market research

I. Tasks and responsibilities

Specialist-analyst with research of the commodity market:

1. Conducts a comprehensive study of the internal and external commodity markets.
2. Examines and analyzes the situation of the enterprise or product on the market..
3. Comprehensively analyzes the needs of consumers and their behavior in some segments of the market, assessing the impact of social and demographic factors on the market.
4. Estimates the competitiveness of goods and services and developing proposals to improve their level and optimize the product range.
5. Makes suggestions and adjustments to assortment list of goods and services taking into account peculiarities of different segments of the market.

6. Determines consumer, technical, operational, environmental, aesthetic and other quality parameters of products and their compliance with regulatory and technical documents, agreements, current laws and regulations.
7. Elects modeling of market situations with specific problems.
8. Analyzes and justifies the price policy of the enterprise, develops recommendations on this policy, the organization of trade agencies, promoting the sale of goods.
9. evaluates the results of the company or participate in fairs.
10. Prepares periodic analytical reviews of commodity markets and position on them.
11. Develops short and long term forecasts of the commercial policy of the company.
12. Organizes and plans activities to obtain information on the status and prospects of supply and demand.

II. Rights

Expert -analyst on the study of the commodity market may:

1. Get acquainted with draft decisions of the management relating to its activities.
2. Get acquainted with documents that determine the rights and obligations officio, criteria for assessing the quality of performance of official duties.
3. Contribute to the leadership of proposals to improve the work related to the duties stipulated in this manual.
4. Within its competence, inform supervisor of any deficiencies identified during its activities and make proposals for their elimination.
5. Involves specialists of all structural units to solve its problems.
6. Demands and receive in person or by proxy supervisor of the unit managers and professionals the information and documents necessary to perform its duties.
7. Require the management in the performance of official duties.

III. Responsibility

Expert analyst with market research is responsible for:

1. Improper performance or failure to perform their duties, as well as non or partial use of their functional rights as stipulated in this job description - to the extent permitted under applicable labor laws of Ukraine.
2. Offences committed in the course of its activities - to the extent permitted under applicable administrative, criminal and civil legislation of Ukraine.
3. The task property damage - within the limits set by the civil law and the law on Labour of Ukraine.

Option 6. Financial director

I. Tasks and responsibilities

1. Organize managerial accounting results of economic and financial activity as well as financial, accounting and credit control operations and economical use of material, labor and financial resources, preservation of ownership.

2. To form according to the laws on accounting accounting policy, based on the structure and characteristics of the enterprise, the need to ensure its financial stability.
3. Ensure the rational organization of internal accounting and reporting in the company and its divisions based on the maximum centralization of clearing and settlement operations and the use of modern technology and information technology, advanced forms and methods of accounting and control.
4. To form and submit timely management of complete and accurate information about the company, its property, income and expenses, as well as develop and implement activities all, aimed at strengthening financial discipline in the enterprise.
5. Conduct economic analysis of business enterprises on the basis of management accounting and reporting in order to identify farm reserves eliminate unjustified expenses, the effective use of enterprise resources.
6. To form the budget on the basis of the performance analysis of financial and economic activities and monitor the implementation of the budget for the rational use of financial resources.
7. Take steps to accumulation of financial resources to ensure its financial stability.
8. Take steps to prevent shortages, illegal use of money, inventory, violation of financial and economic legislation.
9. Implementation interaction with banks for placement of free financial assets in bank deposits (certificates) and purchase of highly liquid government securities control over the accounting operations of deposit and loan contracts, securities.
10. Ensure monitoring of: legality, timeliness and accuracy of documents, economically sound reporting calculations the cost of production and services; payroll, correct calculation and transfer payments to the budget, contributions for social insurance, repayment of debt deadlines on loans to banks.
11. Take steps to ensure strict adherence to staffing, financial and cash discipline and other expenses.
12. Control the legality of the cancellation of shortages balance sheets, receivables and other costs.
13. Ensure storage of accounting documents and the registration and deposit them in an appropriate manner to the archive.
14. Manage finance department employees.
15. To organize and supervise the work of subordinate departments.

II. Права

Financial director has the right:

1. Receive from unit managers and performers need for information;
2. To issue orders and instructions within the competence of the financial and economic activities;
3. Contribute superior management suggestions for improvement related to under this job description duties.

III. Responsibility

CFO is responsible for:

1. Quality and timely fulfillment of its responsibilities in this job description;
2. Non-disclosure of information constituting a trade secret of the company;
3. The work of subordinate units;
4. Compliance with work rules;
5. Compliance with the instructions and requirements for safety, fire safety and occupational health.

Option 7. Branch Manager

I. Tasks and responsibilities

1. Organizes activities branch on behalf of enterprises within the powers granted to him now.
2. Acting under the laws of Ukraine, Regulations on the branch, legal acts of management and the Company Charter.
3. Implement a single branch in the economic, structural, technical and technological policy of the company.
4. Concludes on behalf of the enterprise business contracts, agreements, etc. with consumers within the powers granted to him.
5. Ensures compliance with established objectives, planning, financial and contractual discipline, quality of work and compliance where necessary secrecy and commercial secrets.
6. Organize a plan of income and expenditure branch.
7. Ensures timely and quality accounting, preparation and submission of financial, statistical and other reporting, payment of taxes and obligatory payments and deductions.
8. Issues within its competence orders, monetary signs, reporting and other documents.
9. Organizes work and effective interaction operating departments to timely, high-quality and meet the needs of consumers of telecommunications services in the territory assigned to the branch.
10. Provides subordinate units in branch management system highly effective communications based on a single process, directs their activities to improve production and quality improvements through the introduction of new technology and advanced technology, organization of work, production and management.
11. Provide telecommunications services to consumers principles of equal access to these services, operation and maintenance of telecommunication facilities assigned to the branch, the willingness of means to work in special and extraordinary conditions.
12. Provides saving facilities of telecommunication for capital and current repairs of buildings, equipment, vehicles branch.
13. Organizes work on development and implementation of plans for the development of communication networks in the territory assigned to the branch.
14. Engages in accordance with the current legislation of businesses, organizations and citizens to develop networks.

15. Organizes work on designing and building communication networks according to the plans of the branch.
16. Provides achieve financial and economic indicators provided by the branch business plan, management of fixed assets, labor, material and financial resources, the development of new services based on new techniques and technologies.
17. Decide all questions within the rights given to him, instructs execution of some organizational and administrative functions to other officers.
18. Sets a specific branch employee size of tariff rates and salaries according to the sectoral agreement, circuit salaries and tariff rates approved by the company, according to the Regulations on remuneration of employees, collective agreement and enterprise and branch within proven enterprise payroll.
19. Performs within the payroll Branch bonuses, remuneration, allowances and additional payments under the labor law under the provisions of labor and respective branch offices.
20. Ensures efficient use of branch employees.
21. Organizes attestation jobs.
22. Hire and dismiss employees of the branch, take measures for their reward and punishment.
23. Provides training personnel reserve for executive positions, conclusion and implementation of collective agreement.
24. Create the right conditions for effective work, ensures compliance with labor legislation, ensure compliance with regulations on occupational safety, industrial hygiene, fire protection and compliance with environmental protection environment.

II. Rights

Branch Manager may:

1. Get acquainted with draft decisions of the management relating to its activities.
1. Participate in the discussion of issues relating to the performance of his duties.
2. Contribute to the leadership of proposals to improve the work related to the duties stipulated in this manual.
3. Within its authority to report to company management about all the flaws revealed in its activities and make proposals for their elimination.
4. Require the management in the performance of official duties.
5. Within its authority to sign documents and vise.

III. Responsibility

Branch Manager responsible for:

1. For inadequate performance or failure to perform their duties, as well as non or partial use of their functional rights as stipulated in this job description - to the extent permitted under applicable labor laws of Ukraine.
2. For offenses committed in the course of its activities - to the extent permitted under applicable administrative, criminal and civil legislation of Ukraine.

3. For task property damage - within the limits set by the civil law and the law on Labour of Ukraine.
4. Responsible for observance of order and reliability of accounting and statistical reporting.

Option 8. Head of Commercial Department

I. Tasks and responsibilities

1. Organizes commercial activity of the department and its divisions.
2. Develop marketing programs, plans, etc., that provide competitive products in the market.
3. Analyzes the state of domestic and foreign markets to determine the factors contributing to the success in achieving the goals of the enterprise.
4. Conducts a comprehensive study by experts from the needs of consumers and their behavior in the market segments.
5. Organizes economic ties with business partners; prepare and conclude an agreement for the production and delivery of goods.
6. Examines range of products and services allowing for the commodity groups, businesses, and target markets.
7. Participates in the development of general pricing policy of the company and determining specific prices for certain commodities markets and their segments, in establishing relationships with manufacturers (suppliers) Rational products in developing exit strategies for foreign markets; selecting foreign partners.
8. Develop measures to rationalize trade processes, organization of advertising campaigns, justifying alternative process tovarozabezpechennya, organizing the transport of goods.
9. Develop and sign on behalf of the Board of Directors (the owner) trade agreements (agreements, contracts) for the procurement, delivery of goods (products); checks the level of quality domestic and imported goods, availability certificates, examination of consumer properties.
10. Supervises performance of contractual obligations by suppliers to comply with their obligations to the range, quantity and quality of the goods, their postavlyannya terms, availability respective trademarks.
11. Organize processing and presentation of claims to suppliers in case of violation of contractual obligations; claims to arbitration.
12. Participates in the presentation of goods and setting prices.
13. Considers applications and offers customers and take the necessary decisions.
14. Examines system to inform consumers about the products that come on the market, uses traditional and modern ways of advertising and display of products at trade shows, sales, fairs.
 1. Conducts the estimation of goods for purchase, seeking ways to implement the cash balances
 2. Takes part in the preparation of the financial statements to be prepared set statements; computer usage.
 3. Monitors compliance with rules and regulations of labor protection, fire protection, industrial sanitation and personal care.

II. Laws

Head of Commercial Department may:

1. To view the draft decisions of the management related to its activities.
2. To participate in the discussion of questions related to the performance of his duties.
3. Contribute to company management of proposals to improve the work related to the duties stipulated in this manual.
4. Within its authority to report to company management about all the flaws revealed in its activities and make proposals for their elimination.
5. Require assistance from the company management in the performance of his official duties.

III. Responsibility

Head of Commercial Department responsible:

1. For inadequate performance or non-execution of their official duties as stipulated in this job description - within the limits set by current labor laws of Ukraine.
2. For offenses committed in the course of its activities - within the limits set by current administrative, criminal and civil legislation of Ukraine.
3. For task property damage - within the limits set by current civil legislation and labor laws of Ukraine.

Variant № 9. Product manager

I. Tasks and obligations

1. Analyzes and evaluates the effectiveness of the existing structures of marketing channels.
2. Conducts market segmentation by consumer groups, the parameters of production, the main competitors.
3. Performs research and evaluation needs of consumers, creates the short-term and long-term forecasts of needs and preferences of consumers.
4. Develops measures to enhance the supply and sales promotion, determines the budget for the promotion of products on the market.
5. Informs about future consumer needs and preferences for new product image.
6. Plans and implements measures for the implementation of new services and service according to requirements of consumers and promotion of products.
7. Substantiate the directions of enterprise product policy allowing for the different market segments.
8. Develops recommendations for improving the competitiveness of existing products.
9. Sets economic ties with partners in commercial activities, prepares and signs an agreement to manufacture and supply goods.
10. Explains the effective direction of the organization the wholesale purchase and wholesale of products in a competitive environment.
11. Chooses methods of forming channels and conditions of sale, sales promotions, control the sale of goods and services.

12. Estimates the effectiveness of commercial agreements on specific existing agreements and contracts.
13. Generates information-analytical database offering alternative management decisions on issues of market expansion.

II. Laws

Product manager may:

1. To view the draft decisions of the management related to its activities
2. To participate in the discussion of questions related to the performance of his duties.
3. Contribute to company management of proposals to improve the work related to the duties stipulated in this manual.
4. Within its authority to report to company management about all the flaws revealed in its activities and make proposals for their elimination.
5. Require assistance from the company management in the performance of his official duties.

III. Responsibility

Product manager responsible:

1. For inadequate performance or non-execution of their official duties as stipulated in this job description - within the limits set by current labor laws of Ukraine.
2. For offenses committed in the course of its activities - within the limits set by current administrative, criminal and civil legislation of Ukraine.
3. For task property damage - within the limits set by current civil legislation and labor laws of Ukraine.

Variant № 10. Head of collecting revenue

I. Tasks and obligations

1. Organizes sustainable development carriageway fee collection systems that would ensure its complete collection for the least labor and financial costs.
2. Continuing studies and analyzes the dynamics of passenger traffic on routes and fare types.
3. Develops and implements effective methods of controlling system, promotes social forms of control.
4. Organizes raids to verify carriageway cleaning fee and performance rules for use trams and trolleybuses.
5. Develops and implements appropriate forms of travel documents, ensures their survival.
6. The head of the development and implementation of collection, calculation and delivery to the bank account of revenue, ensuring its survival.
7. Monitors compliance department staff rules and regulations concerning labor protection.
8. Manages staff department.

II. Laws

Head of collecting revenue may:

1. In an established order receive from the central and local executive authorities, local government the information, documents which necessary to perform its tasks.
2. Involve specialists of central and local executive bodies, enterprises, institutions and organizations (in consultation with their heads) to consider matters within its competence.
3. Convoke in an established order of the meeting on matters within its competence.
4. By instruction of the central executive authority to represent the ministry, other central executive authorities in other executive authorities in dealing with matters within its competence.

III. Responsibility

Head of collecting revenue responsible:

1. For inadequate performance or non-execution of their official duties as stipulated in this job description - within the limits set by current labor laws of Ukraine.
2. For offenses committed in the course of its activities - within the limits set by current administrative, criminal and civil legislation of Ukraine.
3. For task property damage - within the limits set by current civil legislation and labor laws of Ukraine.