

Saimaa University of Applied Sciences
Technology Lappeenranta
Double Degree Programme in Civil and Construction Engineering
Civil Engineering

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EFFICIENCY OF MANAGEMENT ON THE EXAMPLE OF CJSC NCC CONSTRUCTION

Bachelor's Thesis 2013

ABSTRACT

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Efficiency of management on the example of CJSC NCC Construction,
61 pages

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The purpose of this thesis was the analysis and characterization of the management system of CJSC NCC Construction. The aim was to define the essence of the category "management system" and study on options for improving the efficiency of the management system in CJSC NCC Construction. Thus, the management system of the company was studied in this thesis.

The methodology is based on analysis of science literature and real situation in CJSC NCC Construction. It consists of calculation of manpower, production, labor productivity and other ratio. Calculations were made by manual methods.

Generally, the management system of the CJSC NCC Construction is effective. NCC is a big company that develops, increases the number of projects under construction, the profit of which has risen more than twice in the last year. But there are some shortcomings that need attention. Questions of personnel workload and promotion system are not finalized.

The results show the most sensitive and strong areas of the management system. Some ways to improve the effectiveness of the management system are recommended for use at the end of the thesis.

Keywords: management system, manpower, production, labor productivity, profit, personnel workload, promotion system.

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1 INTRODUCTION

Clearly, effective use of human resources is the most important factor in enterprise competitiveness. For an individual company, this means to face the competition, it must produce at the lowest cost and highest quality. The conclusion for the sphere of staff says the labor potential (in particular, the number and quality of staff) should ensure the goals of the enterprise.

Decision-making regarding the development of the labor potential of the enterprise must be preceded by an analysis of the most significant from the point of view of a particular production, the characteristics of the labor potential and the degree of compliance with the requirements of these characteristics. Therefore, it is expedient to hold a current study on the assessment of the labor potential.

The economic reforms that the change of ownership, the right of firms to economic independence and the disposal of the results of labor, imposes certain requirements for management companies. Acted for decades planned economic system limited the ability of enterprises. The dynamic change in the external environment makes high demands on the management of organizations and, in particular, the management staff of the organization. The success of this task depends on the efficiency of the organization and, ultimately, its viability. Numerous studies confirm that the company effectively managing human resources tends to reach higher levels of economic growth than its competitors.

The successful development of the company is associated with a significant increase in the productivity of inputs and labor productivity growth. Managers need to be armed with a variety of techniques for the analysis and design of control systems in the firm. The above causes the relevance of the topic.

The problems of analysis of the system of personnel management, in its various aspects were also considered by scholars such as V. Adamov, B. Bashkatov, I. Believsky, E. Voronina, A. Dubrov, A. Kvitko, V. Kuznetsov, V. Mkhitarian, S. Orekhov, V. Proskuryakov, A. Romanov, A. Ustinov, A. Frenkel etc.

The adaptation and practical guidance on the application of various techniques for the analysis and design of the system of personnel management in firms operating in the transition period, the actions of the design personnel management system that improves the efficiency of the organization by inspiring staff productivity become important.

Research in the field of improving the efficiency of the personnel management system can recognize the "continuing interest". They need arises whenever changing economic conditions or when there are new, more efficient methods of production management. Indeed the development of the economic environment and management technologies is continuous and progressive, although at times they undergo very significant and revolutionary changes. In the analysis and design of control systems by the company it is very important to study the factors affecting the performance of staff. Of interest is the identification of the main factors affecting the efficiency of the management system, which should stimulate growth in the first place.

Addressing these issues would further increase the effectiveness of the management of the firm, which corresponds to current challenges facing the science of economics. All this causes the relevance of the work.

The object of study of the thesis is the system of management of the company CJSC NCC Construction. Subjects of the study are the organizational and economic relations, which are formed under the influence and are further developed methods of management of the company.

The goal of this thesis is the evaluation of the effectiveness of the management and the evaluation of labor potential.

To achieve this objective, the following objectives were:

- Define the essence of the category "management system";
- The analysis and characterization of the management system of CJSC NCC Construction;
- Study on options for improving the efficiency of the management system in CJSC NCC Construction.

As a result of the work the following provisions for the defense are formulated and proved:

- Define the essence of the category "management system" as an object of study in transition;
- A system of indicators for the analysis of management systems.

2 THE THEORETICAL AND METHODOLOGICAL FRAMEWORK FOR THE ANALYSIS OF THE LABOR POTENTIAL

2.1 Basics of labor relations in the Russian Federation

Changes in economic and political systems in Russia are both great opportunities and are a serious threat to every individual, the sustainability of its existence, are making a significant degree of uncertainty in the lives of virtually everyone. Human resource management in such a system is of particular importance as it allows to implement and generalize the whole spectrum of adaptation to the environmental conditions of personality, recording personal factor in building a system of management of the organization. [12] There are three factors that have special effects on a person in the organization:

- 1) The hierarchical structure of the organization where the primary means of human exposure to a submission, pressure from above through coercion, control over the distribution of wealth;
- 2) The culture that combines the spiritual values, social norms, attitudes of behavior are produced by society, organization, group of people. It governs the actions of individuals, forcing the individual to behave in a certain way without apparent coercion;
- 3) The market as a network of peer relations, based on the sale of products and services, property relations, balance the interests of the seller and the buyer.

These impacts are quite complex and almost rarely sold separately. The face of the economic and social situations in the organization depends on the preferences of one of the factors.

At high tendency to individualism tends to unite people, to work in a group, assuming that the group believes that it is able to change anything. Depending on the specific business culture the group can serve as a means of collective protection or be a solid team. **The team is the average social group, bringing together people working in the same organization, engaged in resolving specific problems, and based on common objectives and principles of**

cooperation, a combination of individual and group interests. The term "personnel" brings together the component parts of the personnel organization, i.e. all employees performing manufacturing or management operations and engaged in processing of items of work with hand tools. In the workplace can be divided into two main parts according to the degree of participation in the production process: the workers and employees (Figure 2.1) [14].

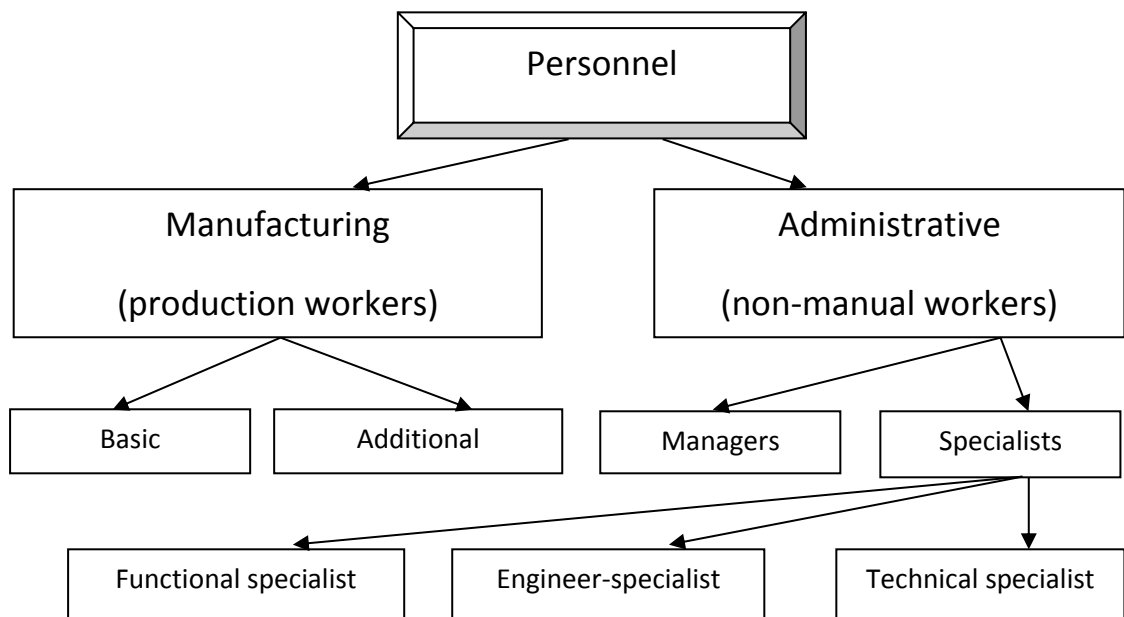


Figure 2.1. The composition of the organization's personnel

Human resource management system (Figure 2.2) should be based on:

- Universal Declaration of Human Rights,
- Constitution of the Russian Federation,
- Civil Code of the Russian Federation,
- Labour Code of the Russian Federation,
- the management structure of the organization,
- plans for economic and social development of the collective.

MODERN APPROACH TO THE PERSONNEL MANAGEMENT
<p align="center">The segmentation</p> <p>The key personnel of the organization</p> <p>One-time experts</p> <p>Replacement specialists</p> <p>Employees at replacement that do not require any training</p>
<p align="center">The value proposition</p> <p>The company image</p> <p>Job, title, workplace</p> <p>Pay for work (price)</p>
<p align="center">The search strategy</p> <p>The formulation the requirements for candidates</p> <p>Selection of search channels</p> <p>Permanent collection</p>
<p align="center">The staff development</p> <p>To force people to do more of what they believe they are able</p> <p>The employee participation in the design of their workplaces</p> <p>The distribution of responsibilities for the final result</p> <p>Feedback system</p> <p>Mechanism of organization cleaning</p>
<p align="center">The retention of employees</p> <p>The dynamics of movements of personnel</p> <p>The mechanism of organizational renewal</p> <p>Methods of deferred bonus</p> <p>Design of workplaces</p> <p>Compensations</p> <p>Social networks</p>

Figure 2.2 System approach to management staff

Personnel policy defines the general line of policy guidance and strategies to work with the staff. Staff recruitment aims at filling the vacancies and the formation of personnel reserve. Staff evaluation is made to determine whether a candidate for the vacant position or a position held by the employee. Placement should provide a constant movement of frames based on the individual capacity of staff of the planned service career, goals and objectives of the organization. Staff training helps ensure compliance with professional knowledge and skills of employees current level of production and management.

HR management system is reflected in the basic documents of the organization: charter, philosophy, internal regulations, collective agreement provision on wages, regulations on subdivisions, contracts with employees, job descriptions, models, jobs, management regulations, etc.

Personnel policy in recent years has undergone a major change and is consistent with the development strategy of the organization. A shortage of skilled labor has led to the rejection of the view that the work with the staff is just administrative. Under the frame work is now understood the unity of the two main measures [5]:

- ensuring all parts of the organization and the necessary quality labor force;
- to motivate employees to achieve high performance work.

Workforce planning is an integral part of the strategic management of the organization, helping to define the strategy, goals and objectives of the personnel policy and contribute to their achievement through appropriate activities. The labor market and trends analyze in the period under review when planning the recruitment of required professions and qualifications. Much attention is paid to training personnel planning measures to adapt the workers to the economic situation and the changing working conditions. Workforce planning creates the conditions and prerequisites for professional and career advancement of employees by identifying promising way of moving frames. Obligatory condition of workforce planning is to estimate the cost of building and maintaining the states. The system of labour force using should provide the best value in every workplace, which is achieved only when the individual ability and

inclination of employees are completely consistent with the requirements placed on them. This is facilitated by targeted training and skills development. A special role is given to the planning state leadership training.

Workforce planning can flow from the existing structure of production and focus on a given technology. However, significant changes in the structure of the commodity market, leading to a diversification of products, highly specialized staffing is not able to respond quickly to changes in engineering and technology, which in some cases hinders modernization. For this reason, it is recommended to workforce planning at the stage of investment analysis, focusing on the introduction of new technologies [6].

The required quantity is determined by the size of the workforce on the basis of the set business goals and staffing structure of the organization (see Figure 2.3).

Planning aims to supply high-quality definition of capacity skill mix of personnel.

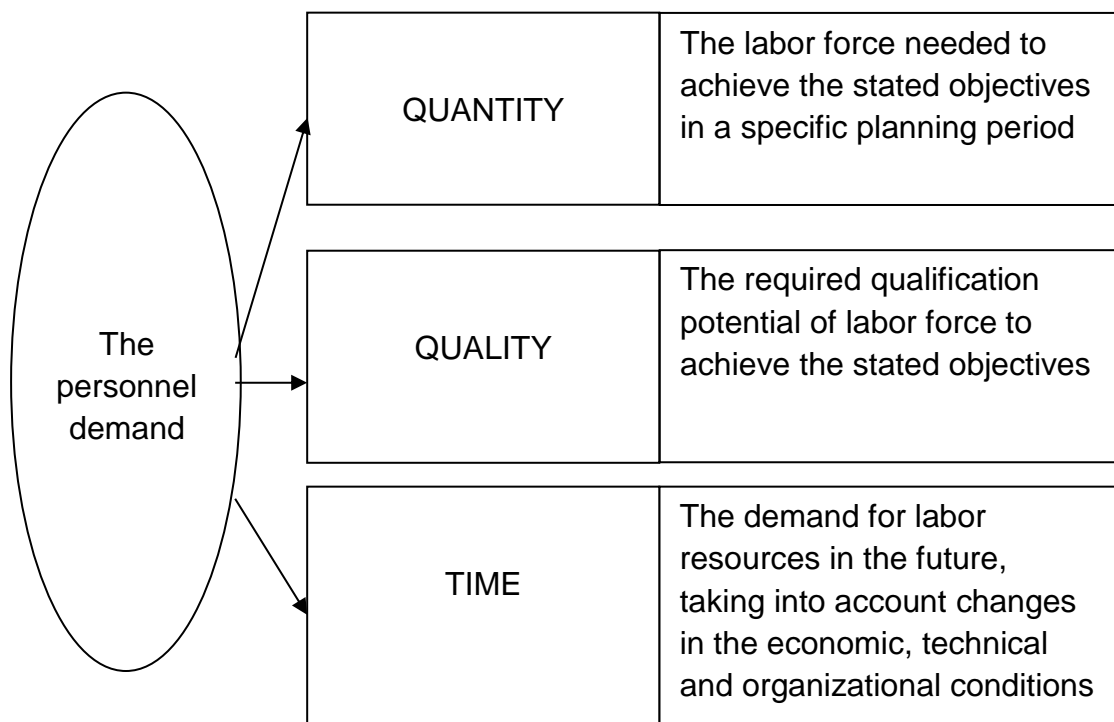


Figure 2.3 Planning human resource demand

With the known growth strategies need to link the need for additional labor input to the schedule of production capacity, i.e. development prospects of

development of human capacity in time. Typical application of strategic workforce planning is to analyze the impact on the structure of the staff of investment and innovation, analysis and forecast of the labor market at the regional level and at the level of the organization.

By workforce is the part of the population that has the necessary physical ability, knowledge, specific skills and work skills in the relevant field of activity. Sufficient enterprise necessary labor resources and their rational using, high levels of labor productivity are essential to increase production and improve production efficiency. In particular, the security of the enterprise workforce and their effectiveness depend on the volume and timeliness of all the work efficiency of the equipment, machinery, tools, and as a result - sales of products (works, services), its cost, profit and other economic indicators.

For the definition of "labor," the entire population based on age can be divided into three groups [18]:

- 1) under the age of working age (currently - 15 years);
- 2) people of working (working) age (women 16 to 54 years, males 16 to 59 years);
- 3) persons above working, i.e. retirement age at which a set of old-age pension (women age 55 and men at age 60).

Depending on the ability to readily distinguish between able-bodied and disabled population, i.e. people may be unable to work in the working age (for example, disabled groups 1 and 2 before the retirement age) and are able to work in the working age (for example, working adolescents, working pensioners).

Given this background, labor resources include:

- 1) the population of working age, with the exception of disabled veterans and labor groups I and II and inactive persons receiving pensions on favorable terms;
- 2) The working people of retirement age;
- 3) The working adolescents up to 16 years.

With the transition to the recommended International Conference of Labour and the International Labour Organization classification system of the population, it is divided into economically active and economically inactive.

The economically active population (labor force) is the part of the population, providing the supply of labor for the production of goods and services. The size of this population group includes the employed and the unemployed.

The economically active population includes persons of both sexes between the ages of 16 and those under 16 years of age who during the reference period:

- a) perform work for hire for a fee on a full or part-time employment or other gainful employment;
- b) are temporarily absent from work because of illness, vacation, holidays, strikes or other such causes;
- c) perform work without pay in a family enterprise.

The unemployed include those aged 16 years and over who during the reference period:

- a) do not have a job and earnings;
- b) are registered with the employment services in order to find suitable employment;
- c) were looking for work, i.e. applied to public or commercial employment services, the administration of enterprises placed advertisements in print or took steps to organize their own business;
- d) were available for work;
- e) received education or retraining for the employment services.

To classify a person classified as "unemployed" must be simultaneous presence of his first four conditions. Students, pensioners and disabled people counted as unemployed if they were seeking work and were available to it.

Economically active population - is that part of the population that is not included in the labor force. It includes:

- a) pupils, students, trainees, students enrolled in day schools;
- b) persons receiving old-age pensions and on favorable terms;
- c) persons receiving disability pensions;
- d) persons engaged in housekeeping, taking care of children or sick relatives;

- d) discouraged workers, i.e. ceased search, having exhausted all possibilities, but who are able and willing to work;
- e) other persons who do not need to work regardless of the source of income.

2.2 Labor potential: essence, the basic methodological approaches and the formation

Labor potential of an enterprise does not have a constant value. On the contrary, its quantitative and qualitative characteristics are constantly changing under the influence not only of objective factors (changes in the real component of production, relations of production), but also management decisions [10].

It is known that the higher the employment potential of the company, the higher the potential of hired labor, the more complex tasks can be a team (in terms of output, its quality, its speed of development of new species, the efficiency of production and economic activity, etc.) . However, the presence of such benefits does not indicate that the main task of human resource management is the maximum capacity of the labor potential. There are limitations in particular the appearance of the workforce, whose labor potential is too overpriced for the specific conditions of production, does not meet his needs. Such a situation is undesirable for several reasons. First, a set of training or the workforce of this quality costs the company too much. And secondly, this employment potential will not be fully utilized, and the money spent for labor, will not pay off. The workers may to have dissatisfaction in the enterprise, will be followed by voluntary redundancy.

Non-compliance of the labor potential of collective production needs in terms of economic self-reliance and initiative of labor collectives is a serious problem. As noted in the literature, "in some teams the program of reconstruction of enterprises under the new enabling technologies is very sensitive, there is no serious interest in the development of new professions and specialties, there is apathy and indifference to the restructuring of the forms of management. Without a doubt, these phenomena reflect the tension between the quality of the labor potential at the facility and the terms of its proposed implementation. In this case, there are two extreme cases: either the potential is low, hampering

the pace of innovation of production, or the potential is high, but not created social and psychological preconditions for effective release "[16].

All this calls for constant monitoring of the situation, to adjust the selected personnel policy, forestalling possible negative effects by systematic administrative impact on the labor force, in accordance with the current and future tasks of the enterprise.

Determining the need for labor represents the initial phase of workforce planning. Not knowing what will need the number (including categories), it is impossible to find and the most effective way of staffing. Planning considerations for the number of workers and other staff are well developed in the methodological aspects [5].

Under the planned economic system the number of industrial workers has been one of the indicators monitored by a higher authority (the industry ministry). In the arsenal of labor economists had methods of calculating the number of workers in the professional section: according to labor in output, employment, according to the number of regulations and standards of service. The empirical formulas that reflect the best of the influence of various factors on the number of workers (employees) of the profession (functional) groups are used. Scheduled payments are linked to the number of plans and technical progress, containing measures of technical, technological and organizational measures [6], which determine changes in the number of specific occupations.

However, the experience of the calculations is more relevant to the enterprise, the operation of which has been relatively stable over a long period. This, of course, easier calculations, and their accuracy was quite acceptable.

The transition to a market economy is fundamentally changing the situation. First, the stability reduces because:

- The necessity of restructuring of production, linking the volume of production to the demand for it;

- With a greater orientation to innovations in the production of new products (often radically new in its consumer properties and new with respect to the specialization of the enterprise);
- Changes in the organizational structure of the enterprise as a result of integration and disintegration processes.

All of this can not hinder the calculations manpower requirements especially in the long term.

The estimate the of the quantity should not be approached simply, because it determine the follow-up work on completing the enterprise personnel. For this reason, determining the demand for labor is not limited to formal calculations using standard formulas and conduct additional analytical calculations to identify the characteristics of the plant situation. Thus, in practice, often methodology of planning "from the achieved level" is used. However, in this case, there is a danger automatically transfer deficiencies in the use of employees in the reporting period for the plan period. Therefore, calculations should be supplemented by an analysis of the use of fund-time workers make on its basis an action plan for a better use of labor, which should be reflected in the index of labor productivity growth. [15]

This kind of analysis is particularly necessary in those cases where the personnel policy of the company is focused on savings in labor costs, to intensive development of production.

As the number of computations required by standard formulas allows to obtain an average annual rate, you need to analyze whether there are fluctuations in the demand for labor in certain periods regarding this annual average, caused by differences in the products.

The range of variation can be particularly significant if the quantity analyzes in the professional section. However, it is important to know not only the range of fluctuations of the number of workers (from maximum to minimum requirements), but also the duration of the period, which is characterized by excess or lack of numbers. Only then can you decide on the recruitment of staff

in accordance with the average annual need and how to regulate disagreements arise.

The nature of the relationship and the volume of production and the number of employees must be considered: how these two processes are linked in time.

As practice shows, the change of production volumes and the number of workers do not pass synchronously: response to changes in the volume of production is not immediate. The fact that the manufacturing complexity in terms of growth (or decline) produced is influenced primarily by factors related to the organization of the production process of the enterprise.

The depth of the division of labor and specialization of production units, in-plant cooperation and the formation of relationships are made on the basis of the conditions of the normal function of the production system. So in short time periods when the volume of production (primarily downward) a proportional change in the number of employees at all stages of the production process is unlikely required. Fixed assets in many industries are indivisible and must function as a whole, for which the rate is determined and their service personnel. And the effect of the relationship of individual factors of production increases with the deepening of specialization. Hence the disadvantages of large domain-specialized enterprise: it can not be stopped in any one link (circuit) without stopping the other, or vice versa, even a sharp decline in the production of main products requires the operation of auxiliary production in almost the same number of staff. Any reorientation of the company on new products requires the actual reconstruction of the entire enterprise. An important requirement for decent and productive work planning - it is continuous, i.e., systematic refinement with the newly discovered reserves and circumstances [14].

When planning for a year on a quarterly section in most detail worked out the next one to two quarters. For more distant neighborhoods (for which you can provide only the basic trends in the volume of production and improvement of its technical level), the number is calculated coarsening. At the end of the next quarter of a basis for specifying the next, so that the original blueprints for the fourth quarter during the year can be coordinated to three times.

Changes in the production, engineering and technology and in the range of products are affected not only by the total population, but also on the skill mix of workers. For its planning different approaches and methods are used. Thus, it is possible to calculate the number of each profession (professional group), and on this basis the total number of workers is determined by adding up, then the proportion of each occupational group in the total population.

The calculation can be performed in a different way: first determine the total number of workers, and then it is distributed in accordance with the current (or specified or predictable) structure by occupation (professional groups).

As the results of periodic examinations by statistical cadre of workers in the industry, the occupational structure is quite stable: significant changes are found only after a long period (5 to 10 years). However, these findings were treated with planned economies and relatively stable operating businesses. The approach is based on the extrapolation of the data in its "pure" form and is hardly justified at the level of enterprises operating in market conditions. Using this method, the structure of the workers should be adjusted to the introduction of technology, the planned restructuring of production and changes in enterprise specialization in output.

Another promising approach to the calculation of the structure of workers in occupations is based on the analysis of changes in the level of labor productivity by professional groups. The higher the productivity, the lower the number needed to perform the same amount of work. The premise of this method of calculation of future occupational structure of the workforce is an organization of accounting changes in the productivity of labor in general for all workers, and the workers on the most popular professions [20]. In addition, productivity growth must be accompanied by the release of excess numbers, and hence the change in the share of the occupational group of workers in the total population.

When forecasting the occupational structure of frames, you can use the machine Markov processes. The basis of this method is the evaluation of the probability of inter-professional transition for reasons of stress (including the return to his former team after being fired) and the extrapolation of current

trends. The easiest way to estimate the transition probabilities in the Markov model can be obtained as particularly relevant transitions. However, you need to have representative data on changes of profession working or return them to the former group with the addresses of "retirement" and the address "arrival" in each case. Getting this kind of information is a very time-consuming task.

These difficulties are overcome, if the calculation of the Markov transition matrix is based on the change data densities professional groups because of the external and in-plant yield. To obtain such information, it is necessary to compare the structure of professional workers in the old and new jobs for them.

However, a greater importance is the analysis of the rationality of the use of labor, since the increase in the demand for new workers can often be offset by the full use of hired labor (the analysis of the use of fund of working time, analyze the use of qualified workers, etc.). During scheduled calculation of the required number of personnel, business units should be involved in the work of their leaders [21].

2.3 Methods of analysis of the labor potential

Workforce planning is an essential tool (tools, methods) used in the management of personnel. As an integral part of the overall planning of the company, it is felt the impact of changes in the orientation of the economy to market relations.

The planning system in the enterprise includes the development of a strategic plan, a long-term plan, current and operational plans, investment plans, business plans, etc. If the strategic plan defines the main objectives of the company for 10-15 years into the future, long-term aims to address the specific problems of the company strategy over the next few years, the current planning links all the activities of the enterprise (firm) and the work of the functional services of the enterprise, including service and personnel management. Current plans are detailed in nature.

The planning of the workers is based on data on available jobs, as well as their number and structure in future periods, taking into account the development of production and implementation plan of organizational and technical measures, and the number of employees, professionals and managers - based on the current management structure and work its improvement, staffing plan for the replacement of vacant posts.

Planning ahead is due to the duration of training. Thus, the duration of training skilled workers is from 6 months up to 2 years. With advance planning of the required number for a shorter period will not be sufficient to ensure the timely preparation of the workers.

In relation to meeting the demand for specialists in the conditions in force in the country previously planned system demands for skilled labor, businesses were forced to carry out calculations at least 2-3 years in advance. Currently, the functioning of the labor market need for advanced applications in a centralized manner disappeared. Enterprises are establishing direct links with universities for the selection of experts on contract basis, in which case the enterprise (firm) can influence the program of specialist training in accordance with the specialization required for the enterprise [26].

The plan for the number of employees had to be linked to the plan to sell products, financial and investment plan, etc. As a starting point in the planning of various indicators is not the plan of production and sales forecast, the planning itself takes a probabilistic nature and the result is a forecast of the indicators.

Along with the fact that workforce planning is prospective in nature, it must be closely linked with the operational and personnel issues, which is essential for the realization of forward-looking bastings. Operational work is manifested as a set of interrelated activities, carried out in sequence and designed to change the staffing situation in the right direction. It should be noted that the nature and purpose of workforce planning are treated ambiguously. Thus, there is a point of view that "human resource planning aims at providing working jobs at the right time and in the required amount in accordance with their abilities and aptitudes and requirements of production" [4].

As we see here as the object of planning staff serves the enterprise, i.e., already employed workers.

Indeed, most of the planned development relates directly to company personnel. However, staff planning, solving the problem of maintenance of the enterprise workforce, is based largely on a variety of external sources of staffing and especially education.

The content is quite diverse workforce planning. As experience shows, on a scheduled basis to address such problems of formation of labor potential, such as:

- Meeting the staffing requirements (frames), including the completion of a variety of sources;
- The release of excess personnel;
- The use of human resources;
- Spending on personnel and other

The depth of the planned elaborations on certain issues, like the rest of their set, is defined by the enterprise (firm). The certain incumbency on a particular date is characterized for a functioning enterprise. When comparing the actual and required number may be:

- The need for higher than the actual number, and therefore, the company also faces an additional set of labor on the part;
- The need for less than the actual number, suggesting the release of redundant workers;
- The real and required populations are the same.

Therefore, the analysis of the situation and the choice of the decent strategy should be carried out in relation to each of the structural components of the total staff. Especially as to meet the need for labor in relation to the same group of workers (such as employment or employed in a particular structural unit) may not be appropriate for another.

Choosing the path, as noted above, depends on the situation prevailing in the labor market as well as in the enterprise.

All actions of the enterprise to bring the actual numbers in line with required can be summarized in two groups:

1) The numerical adaptation - the release of excess numbers, the set of the newly emerging needs in the labor force;

2) The functional adaptation of its own workforce to the changing needs of production by means of:

- The use of non-standard working time and employment of workers;
- The organization of in-plant movement of workers, including professional mobility.

It should be noted that the staff leasing is used currently abroad.

Its essence lies in the fact that an independent company (lender) transfers for a certain period their employees, with whom it has an employment contract, at the disposal of another company (the borrower), obliging these employees during the term of "rent" to work at the firm-borrower. In this case, the employment contract with the company, the lender remains in force. Transfer of own employees available to other companies has spread even in Japan, where the big role is played by the system "life" of employment. In these circumstances, staff leasing often acts as a form of getting rid of incompetent or inadequate prospective employees. [18]

This form of labor recruitment has the advantage of the borrowing company, it facilitates the process of liberation of the labor force while reducing the need for it: the employee is returned to the firm. The practice of transferring to "rent" temporarily redundant workers requires a number of legal issues related to the social protection of workers. The use of such labor practices by domestic enterprises is constrained by underdevelopment of regulations.

The purpose of strategic management personnel of the enterprise is to ensure a coordinated and adequate as the external and internal environment of the

formation of the labor potential, based on the upcoming long period. The object of strategic HRM is the aggregate capacity of the organization of labor, the dynamics of its development, structure and targeted relationships, policies, personnel, and technology and management methods, based on the principles of strategic management, human resource management and strategic human resource management [23].

Analysis of a number of large domestic institutions allowed to formulate their problems in the field of personnel management at the stage of market reforms and their possible resolution for the formation of the strategic human resource management [7]. Management practices are ways of influencing the teams and individual employees in order to coordinate their activities in the operation of the organization.

Management techniques are ways of management actions on staff to achieve the objectives of management of the organization. Distinguished: economic, administrative, legal and socio-psychological methods of management, which are different ways to influence and impact on staff. [9]

Economic management methods are methods of impact on staff through the use of economic laws and permit depending on the situation as "reward" and "punish". The effectiveness of economic management is determined by: a form of ownership and business activities, the principles of cost accounting, the system of remuneration, labor market, market pricing, the tax system, the structure of loans, etc. The most common forms of direct economic impact on staff are: cost accounting, financial incentives and profit sharing through the purchase of securities (stocks and bonds) organization.

Cost accounting is a method of stimulating the staff as a whole to the comparison of the cost of production with the results of business operations (sales, revenue), a full refund of the cost of production at the expense of revenues, economical use of resources and material interest in the results of work of employees. The basic tools of economic analysis include: independence units, self-sufficiency, self-financing, economic standards and foundations of economic incentives (pay).

Material incentives implemented by setting the level of remuneration (salary, bonus), compensation and benefits. Payroll is part of the gross domestic product, which is reflected in the cost of production and is distributed in a market economy between individual employees on the basis of quantity and quality of labor and the supply and demand for commodity products [24]. The market-wage expresses the main and immediate interest of employees, employers and the state as a whole. Finding a mutually beneficial mechanism for the implementation and compliance with the interests of the three-way partnership are one of the main conditions for the development and production are a function of management of work and wages. Wage is the price of labor, corresponding to the value of commodities and services that provide a reproduction of the labor force to meet the material and spiritual needs of the worker and his family. Payroll is an essential component of the value of production:

$$C = M + A + N + O + H + E \quad (1)$$

where C - the cost of production;

M - the cost of materials and raw materials;

A - depreciation;

3 - the basic and additional wages;

Oh - compulsory deductions from wages;

H - overhead;

P - profit.

The salary structure allows to define which components are included in the employee's wages, in what articles costs and profits are reflected, what proportion of a specific element in the overall magnitude of wages. The Labour Code of the Russian Federation defines wages as compensation for work, depending on the employee's qualifications, complexity, quantity, quality and conditions of work performed, and also the payment of compensation and incentive-based [7]. The Code establishes a list of key government guarantees to pay.

3 ANALYSIS AND EVALUATION OF THE EMPLOYMENT POTENTIAL OF THE ORGANIZATION CJSC NCC CONSTRUCTION

3.1 Analysis of management system structure of the CJSC NCC Construction

First of all, consider the structure of an organization's management system NCC Russia.

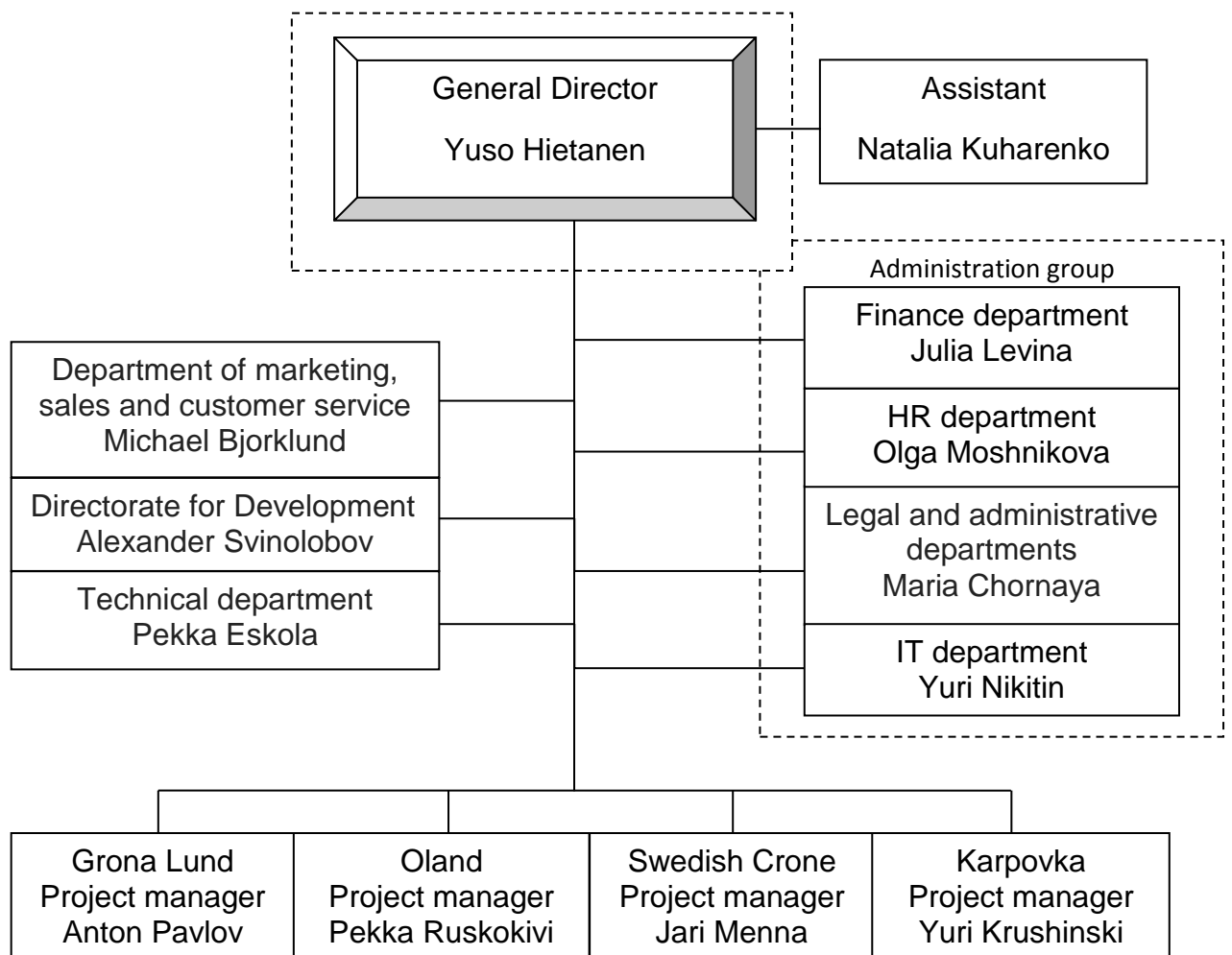


Figure 3.1 Organizational structure of the NCC Russia

As you can see from the figure, the structure of the organization consists of several departments, which are subordinated to the General Director Juuso Hietanen. Departments of finance, HR, legal and administrative matters and IT

are combined in the administration group and provide the performance of other departments (work closely with them). The other branch circuits are marketing, sales, customer service and logistics development. They are also subject to the General Director, but work in parallel with others. The lower link of the scheme, but not the most de minimis, are construction sites. There are long-running objects (Swedish Crone, Oland) and new, emerging only objects (Grona Lund and Karpovka). At the head of each individual project there is a Project Manager, but all of them are subject to the General Director.

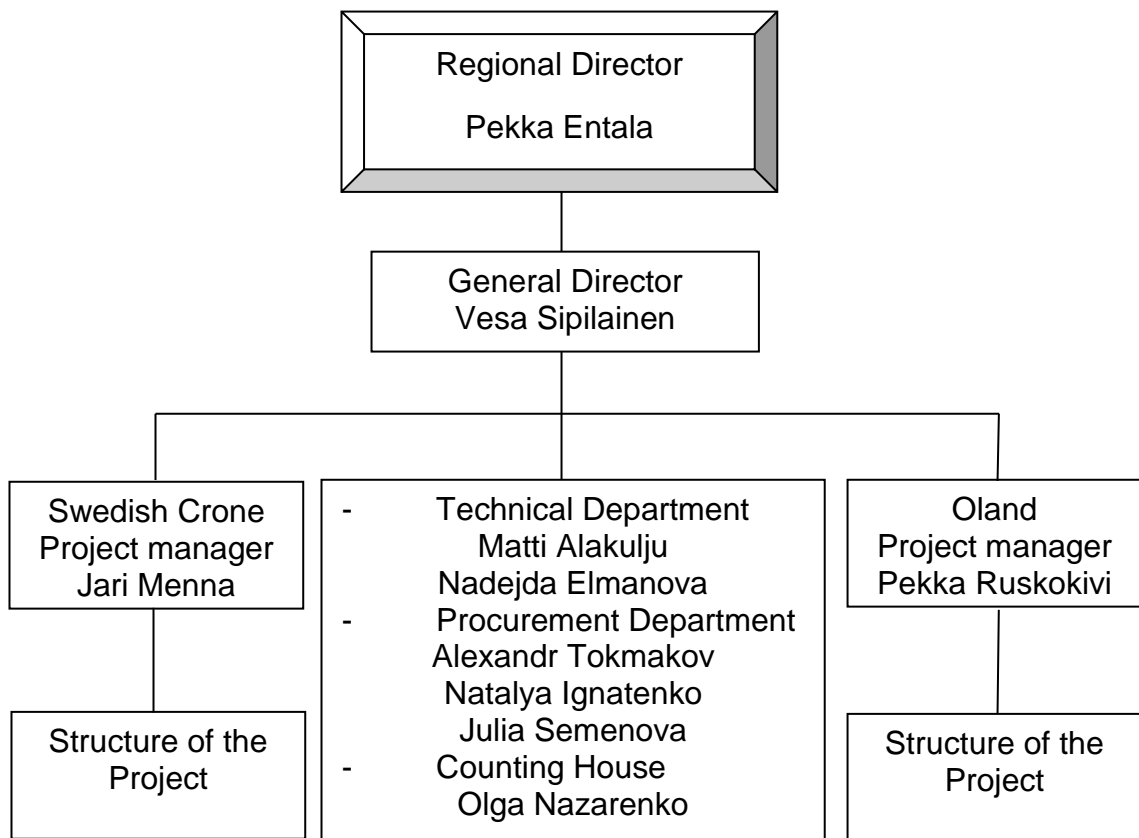


Figure 3.2 Organizational structure of the NCC Construction

The second diagram shows the structure of the organization NCC Construction. As seen above, the General Director of Vesa Sipilainen obeys to the Regional Director Pekka Entala. All other levels are directly subordinate to the General Director. There are the departments of logistics, purchasing and accounting, whose work is linked with the work of building sites.

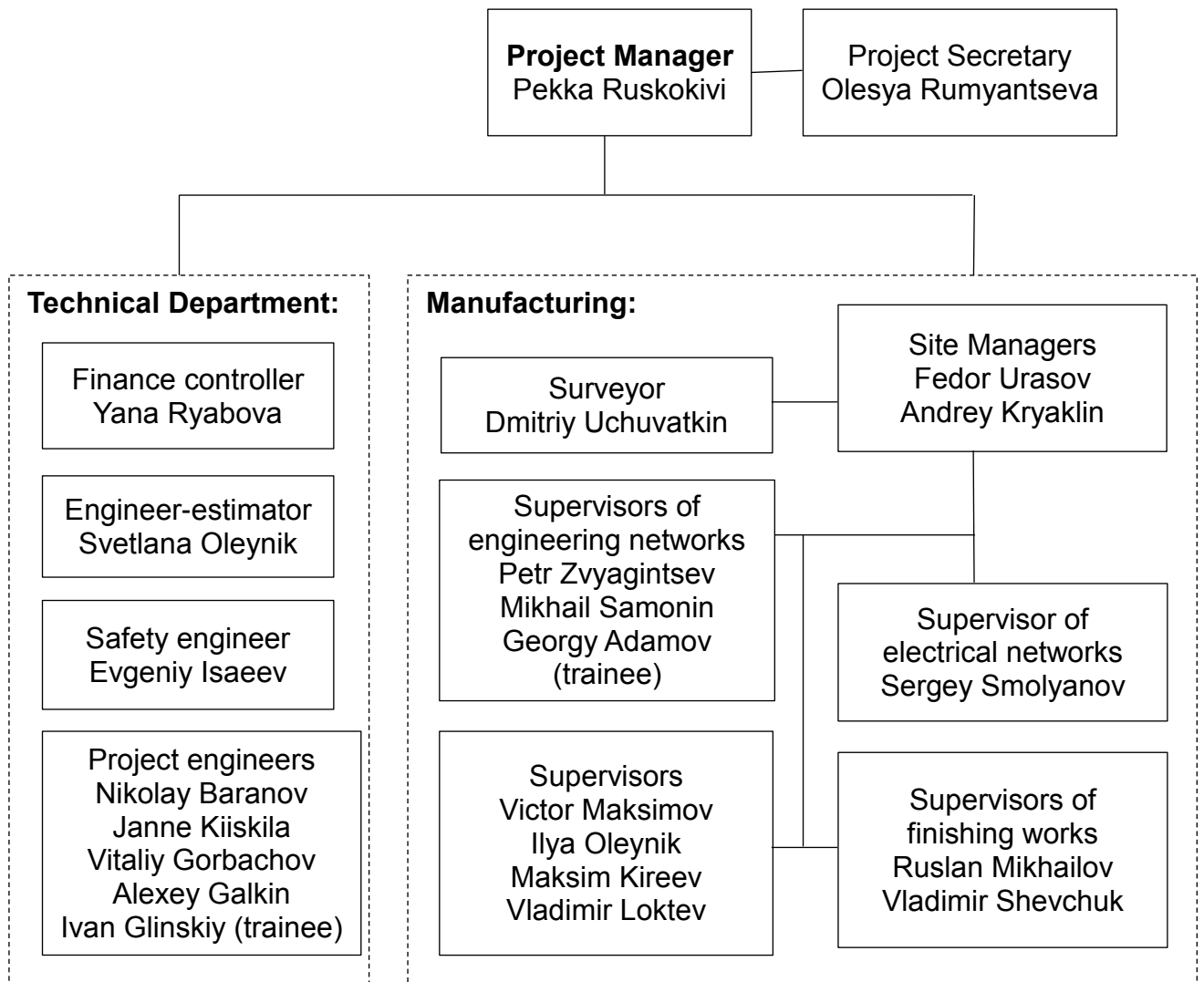


Figure 3.3 Organizational structure of the NCC Oland

This picture shows the structure of a single project Oland. All employees of the construction site are subject to the Project Manager Pekka Ruskokivi: Technical Department, the secretary of the project, the Site Manager. All supervisors report directly to the Site Manager, and through it to the Project Manager.

3.2 Analysis of enterprise security workforce

Research shows that rewards affect people's decisions about applying for a job on absenteeism, the decisions about the intensity with which they must work. Absenteeism and turnover are directly affected to satisfactorily receive a reward. With a good job that gives a sense of satisfaction, absenteeism tends to decrease. When the work is unpleasant, absenteeism increases significantly. The term "wages" refers to a cash reward. Expected salary is one of the main basic motivational requests of the applicant. It aims to reward employees for their work (marketing services), and the motivation to achieve the desired level of performance.

An organization can not recruit and retain employees, if it does not pay the fee at competitive rates, with no pay scale, enabling people to work in that location. In addition to the salary the organization provides its employees with a variety of additional benefits, which used to be called "petty privileges." The traditional approach to the provision of additional benefits is that the same benefits for all workers are of the same level. However, this does not take into account the differences between people. Studies show that not all employees are valued by such benefits. The perceived value of fringe benefits is dependent on factors such as age, marital status, family size, etc. For example, people with large families are usually very much concerned about the size of preferential health care and life insurance, seniors benefits provided at retirement, young workers get immediate cash. Most employees welcome flexible programs providing benefits. Basically, these methods of remuneration practiced in the West or in russian "pro-Western" companies. The pay system can be divided into two groups. The first is the traditional system: piece-rate, time-based and the contractor (one-off) pay system. They are based on quantitative measures of the time spent, the number of produced (sold) products, etc. The basis of pay systems that make up the second group are integrated indicators that take into account criteria such as the way to achieve a result, the complexity of work, responsibility, influence on the final result, the required qualifications, etc. First of all, we note that the trade is dominated by intensive systems wage.

The variable part of the salary (bonus) is almost universally used as an effective incentive component of employee salaries. At the present stage the companies usually pay premiums on the basis of the reporting period. Especially in cases where the real management accounting in companies is absent, and a decision on awarding is taken on the basis of accounting data. Practice shows that the extensive wage system is easier to use, but it has drawbacks. It does not stimulate the labor intensity and is not focused on the end result. The use of more intensive systems in the business of selling are impeded by the fact that, for example, it is difficult for sellers to find an objective system for assessing the effectiveness of their work. The number of sales may increase or decrease depending on the weight of reasons that do not depend on the qualifications of the seller. For example: the days of wages, and other religious holidays weather, holiday season, etc. All this is correct, distort assessment of readiness seller.

Baseline data was taken at CJSC NCC Construction. It is appropriate to begin the analysis of the personnel management system with an assessment of security of CJSC "NCC Construction" workforce. All of the data provided the basis for analyzing the use of labor resources in 2011-2012, and are listed in Table 3.1.

Table 3.1 Provision of CJSC "NCC Construction» manpower

Category of workers	Plan	Fact	Percent of provision
The average number of production staff	68	68	100
Including workers	20	19	95
Engineering and technical personnel	48	49	102

Table 3.2. The distribution of workers by age in CJSC NCC Construction

Groups of workers by age, years	Number of employees at end of year, people		Density, %	
	2011	2012	2011	2012
less than 30	20	28	34	35
30–40	19	32	32	40
40–50	10	11	17	14
50–60	5	5	8,5	5,5
more than 60	5	5	8,5	5,5
TOTAL:	59	81	100	100

Table 3.3. The distribution of workers by education

Education	Number of employees at end of year, people		Density, %	
	2011	2012	2011	2012
incomplete secondary	0	0	0	0
secondary, vocational	16	23	27	28
university	43	58	73	72
TOTAL:	59	81	100	100

In order to characterize the movement of labor CJSC NCC Construction calculate and analyze the dynamics of the following indicators:

The turnover ratio to receive workers (K_{np}) is calculated as the ratio of the number of staff accepted a job with the payroll staff:

$$K_{np} = 35/38 = 0,92 \text{ (1)}$$

Turnover rate of retirement (K_B) is calculated as the ratio of the number of resignations of employees to the average number of staff:

$$K_B = 10/38 = 0,26 \text{ (2)}$$

Turnover rate (Ктк) is calculated as the ratio of the number of employees resigned at own request for violation of labor discipline to the average number of staff

$$Ктк = 8/38 = 0,21 \text{ (3)}$$

Coefficient persistence of plant personnel (Кп) is calculated as the ratio of the number of employees who have worked all year to the average number of company personnel

$$Кп = 34/38 = 0,90 \text{ (4)}$$

We analyze the utilization of labor resources in CJSC NCC Construction.

Table 3.4 The balance of time for a single worker, the days

Indicators	Plan 2012 y.	Fact 2012 y.
1. Calendar time	365	365
2. Weekends and Holidays	92	92
3. Absence:		
Basic and additional vacations	32	38
Illnesses	14	16
Truancy	-	2
Other	2	2
4. Effective fund of working time	225	215
5. The average duration of the working day, hour.	8	7,8

Effective Fund of working time (Table) is determined by subtracting the calendar time for weekends and holidays and time off for reasons of:

$$\Phi_{PB} = T_{\kappa} - T_{\text{всх}} - T_{\text{негсх}} \text{ (5)}$$

Where T_{κ} - the calendar time;

$T_{\text{отлх}}$ - Weekends and holidays;

$T_{\text{невых}}$ - For reasons of absenteeism.

$$\Phi_{PB} = 365 - 92 - (32 + 14 + 2) = 225 \text{ days} \quad (6)$$

$$\Phi_{PB} = 365 - 92 - (38 + 16 + 2 + 2) = 215 \text{ days} \quad (7)$$

Table 3.5 The use of labor resources in CJSC NCC Construction

Indicators	2012		Deviation from the plan (+,-)
	plan	fact	
The average annual number of workers (ЧП)	68	68	0
The days worked by one worker per year (Д)	225	215	-10
Hours of work for one year (Д)	1800	1677	-123
The average duration of the working day (П) hours	8	7,8	-0,2
General Fund of working time (ФПВ), people.	122 400	114 036	-8364

Tensions in providing CJSC "NCC Construction" human resources may be somewhat lifted by better use of the available workforce, growth in worker productivity, intensification of production, integrated automation and mechanization of production processes, the introduction of new, more productive technology, improvements in technology and organization of production.

3.3 Analysis of productivity and the efficient use of resources

Completeness of the utilization of labor resources is estimated by the number of working days and hours of one employee for the period under review, as well as on the degree of utilization of fund of working time. This analysis is conducted for each category of workers for each production unit, and the whole enterprise.

The process of production management affects the whole multilateral activities of the company, which allows to determine the effect of administrative work on the set of indicators of industrial activity. Moreover, its effectiveness is reduced to the savings generated by the impact of managerial staff for the production activities of the enterprise, commensurate with the costs of management.

The economic efficiency of administrative work (per year) is given by:

$$E_y = \frac{\Theta_y}{Z_y} \quad (8)$$

where Θ_y - economic effect;

Z_y - the total annual cost of managing.

The economic effect is the present annual amount of savings in administrative activity:

$$\Theta_y = \sum_{i=1}^n \Theta_i - E_n Z_y \quad (9)$$

where Θ_i - saving i-type activities;

E_n - Regulatory efficiency ratio (0.15);

n - the number of works, which resulted in a savings.

The effectiveness of managerial labor is productive performance of the company. General view of the formula would be:

$$E_{yi} = \frac{\Pi_i}{Z_y} \quad (10)$$

where E_{yi} - cost-effective management of i performance of the enterprise;

Π_i - the result of the enterprise for the i indicator.

The management staff has an impact on the reduction of complexity of products, increasing the rhythm of work, improving logistics and maintenance of the main production, the optimization of technical, economic and operational planning, so its cost-effectiveness is calculated as follows:

$$E_{np} = \frac{\Pi_{mi}}{3_y} \quad (11)$$

where E_{np} - economic efficiency of management personnel due to the growth of labor productivity, Π_m - the productivity of the enterprise.

The cost-effectiveness of management personnel should be evaluated in terms of growth and profits:

$$E_n = \frac{\mathfrak{A}_{np}}{3_y} \quad (12)$$

where E_n - the economic efficiency of administrative staff;

\mathfrak{A}_m - the annual savings due to the increase of profits; 3_y - the total annual cost of managing.

Savings can be determined in the very management. Here it is influenced by factors such as reduced labor management personnel, the conditional release of employees, reduction in lost working time. The economic effect of reducing the complexity of information processing is calculated by the formula:

$$\mathfrak{A}_{mp}^i = \sum_{i=1}^n (T_1 - T_2)S \quad (13)$$

where T_1, T_2 - the complexity of the i managerial procedures (surgery) before and after the rationalization of work, man-days; S - the average annual cost per man-day management of staff, n - number of procedures (operations).

A lot of damage influences the production turnover. The management should focus on creating the best conditions of work and normal social and psychological climate in the team, organization of work and the satisfaction of personal needs of employees.

The effectiveness of managerial work can be defined by such parameters as the size of output per worker, and the value of cost of production and

management. The annual output of management personnel is determined by the formula:

$$\mathfrak{E}_y^g = \frac{O_{m.n}}{\mathcal{U}_y} \quad (14)$$

where O_{mn} - the annual volume of goods (gross) production;
 \mathcal{U}_y - the average number of managerial staff person.

Annual management costs consist of salaries of engineers and employees, the cost of materials, the cost of operating office equipment and computers, overhead and non-recurring expenses (purchase of machinery and equipment management, organizational project financing, etc.).

From the above it is clear that the cost-effectiveness of administrative work can be defined with respect to any of the many indicators of industrial activity, but none of them are unable to assess the effectiveness of management in general. As a synthesis criterion of economic efficiency of the enterprise may be a function of a limited number of key indicators. The most acceptable of all methods of determining the efficiency of the production management system is a method developed by the State Academy of Management named Ordzhonikidze (Moscow). The basis is recommended to take the unit cost of management, calculated in relation to fixed assets and the level of co-operative supply and the concentration of production, coupled with the performance of work on value-added products (now we can speak about standard-friendly products). General procedure for the calculation

1. Cost-effectiveness of the system by means of allocation of costs for management (\mathfrak{Z}_y) to major (Φ_{oc}) and working (Φ_{ob}) funds control object is defined by the formula:

$$\mathfrak{E}_c = \frac{\mathfrak{Z}_y \cdot 100}{\Phi_{ob}K_1 + \Phi_{oc}K_2} \quad (15)$$

where K_1 and K_2 - factors that characterize the levels of co-operation of the supply and the concentration of production, 100 - introduced to increase the absolute value of the index of cost management system.

2. As an index of efficiency of the methodology adopted productivity, calculated at the standard-friendly products:

$$\mathfrak{E}_n = \frac{\Pi_u}{P} \quad (16)$$

where Π_u - volume regulatory net production company, P - the total number of employees.

3. Indicator of the effectiveness of the control system is in the following relationship:

$$\mathfrak{E}_y = \frac{\mathfrak{E}_c}{\mathfrak{E}_n} \quad (17)$$

Thus, the lower the rate of the effectiveness of the control system, the higher the efficiency of the control system, because the lower level of management costs and higher productivity, the more efficient and economical production.

In a number of techniques and monographs performance management system is based on the calculation of a number of private and public factors. The main concern is the compliance rate structure and strength of the management regulations, the coefficient of the work efficiency of the management, the coefficient of the technical equipment of engineering and managerial work, the utilization rate of mechanization and office equipment in production management at the time, and the coefficient of control, the quality factor of the management functions, the coefficient rational management documentation, the coefficient of rhythm production.

Measures to improve production management can reduce the administrative apparatus by improving its organizational structure, increase production. In these areas should be identified key indicators of economic efficiency of production management systems: the annual economic effect, the growth of labor productivity payback period of additional costs of capital investments.

The wage fund saves when the management is reduced, taking into account social security contributions, which in turn leads to lower production costs. Growth rates of labor productivity and the payback period are determined by the above formulas. If the introduction of measures to streamline production

management developed several options, the most rational one is selected by minimizing the above cost:

Improving the management of production can also raise the quality of decision-making, improve efficiency in solving industrial-economic issues that are difficult to quantify, so sometimes in these cases, expert judgments are used.

The calculation of the impact of these factors is made by one of the methods of deterministic factor analysis. Based on the data in Table 2.6 this calculation method of absolute differences is performed.

Table 3.7 Initial data for the factor analysis of labor productivity in CJSC NCC Construction

Indicator	Plan	Fact
The average number of production staff (people)	68	68
including:		
workers	20	19
	0,29	0,28
The days are worked by one worker per year (days)	225	215
Hours are worked by all workers (hours)	122400	114036
Production in the planned prices (thousand rubles)	800000	800253
The development of worker:		
The average annual (thousand rubles).	1176,47	1176,84
The average daily (rubles)	5228,76	5473,69
The average hourly (rubles)	653,6	701,76

Table. 3.7 shows that the average annual output per worker in CJSC NCC Construction engaged in the primary production increased, including through changes:

a) the proportion of workers in the total number of personnel of the enterprise

$$\Delta \Gamma_{\text{Вуд}} = \Delta_{\text{уд}} * \text{Дпл} * \text{П пл} * \text{ЧВ пл} = (0.03) * 225 * 8 * 284.9 = 10000 \text{ rubles. (18)}$$

b) the number of days worked by one

$$\Delta \Gamma_{Bд} = \Delta \text{удф} \times \Delta \text{д} = \Pi_{\text{пл}} \times \text{чв}_{\text{пл}} = 0.54 * (-10) * 7.8 * 284.9 = -18.2 \text{ ths.rub. (19)}$$

c) the duration of the working day

$$\Delta \Gamma_{Bп} = \text{удф} \times \Delta \text{дф} \times \text{ап} \times \text{чв}_{\text{пл}} = 0.54 * 215 * (-0.3) * 284.9 = -15.1 \text{ ths.rub. (20)}$$

d) average hourly output of workers

$$\Delta \Gamma_{Bп} = \text{удф} \times \Delta \text{дф} \times \Pi_{\text{ф}} \times \Delta \text{чв} = 0.54 * 215 * 7,8 * 31,23 = 41.3 \text{ ths.rub. (21)}$$

In a similar way to analyze the change in average production worker, which depends on the number of days worked by one worker per year, the average length of the working day and hourly output:

$$\Gamma_{B'} = \text{д} + \Pi + \text{чв} \quad (22)$$

$$\Delta \Gamma_{B'} = \Delta \text{д} \times \Pi_{\text{пл}} \times \text{чв}_{\text{пл}} = -10 * 8 * 284.9 = -22.2 \text{ ths.rub. (23)}$$

$$\Delta \Gamma_{B'п} = \Delta \text{дф} \times \Delta \Pi \times \text{чв}_{\text{пл}} = 215 * (-0.3) * 284.9 = -18.4 \text{ ths.rub. (24)}$$

$$\Delta \Gamma_{B' \text{ чв}} = \Delta \text{дф} \times \Pi_{\text{ф}} \times \Delta \text{чв} = 2158 * 8 * 31.23 = 50.4 \text{ ths.rub. (25)}$$

TOTAL: 9.8 ths.rub.

Change the level of hourly output of CJSC "NCC Construction" at the expense of a certain factor (чв) can be calculated by the following formula

$$\Delta \text{чв}_{xi} = \Delta \text{фрв}_{xi} / (100 - \Delta \text{фрв}_{xi}) * 100 \quad (26)$$

where $\Delta \text{фрв}_{xi}$ - the percentage of the fund relative reduction of time for carrying out certain activities. For example, through the use of new technologies of production labor costs for production decreased by 15,000 hours or 5.34%. In this regard, the level of hourly output of CJSC "NCC Construction" rose by 5.64% or 16.07 rubles (RUB 284.9 - 5.64%)

$$\Delta ЧВ_{xi} = 5,34 / (100 - 5,34) * 100 = 5.64\% (27)$$

Non-productive labor costs because of the marriage in the CJSC NCC Construction were 1640 hours. Due to this level of hourly production fell by 0.6% or by 1.71 rubles. Modernization of existing equipment has reduced labor costs for 5670 people. / Hr or 2.02%, which is why the level of hourly output rose by 2.06% or 5.87 rubles.

Significant impact on the change in average output during the change of product mix. With an increase in the proportion of more labor production increased labor costs to produce it. The calculation is as follows:

$$\begin{aligned} \Delta \Phi РВ \text{ стр.} &= \sum (\Delta У д_i * TE \text{ инл}) * ВВП \text{ общ. эф.} = \\ &= 0.2 * 16 + (-0.2) * 19000 = 15200 \text{ pers. / H (28)} \end{aligned}$$

With the increase in the proportion of more labor-intensive products of CJSC "NCC Construction" total labor costs increased by 15,200 persons / hour, due to changes in the structure of production and increased output. The results of the factor analysis are shown in Table 3.8.

Factor	$\Delta ЧВ_{xi}$	$\Delta ГВ'_{xi}$	$\Delta ГВ_{ппп}$	$\Delta ВП_{xi}$
1	2	3	4	5
Number of staff	-	-	-	-
Average annual output per employee ths.rub.	-	-	-	3600
TOTAL:	-	-	-	3600
Density of workers	-	-	10	2000
The number of days worked by one worker per year	-	-22,2	-18,2	3640
The working day	-	-18,4	-15,1	3020
Change in average hourly output of workers	-	50,4	41,3	8260

TOTAL:	-	9,8	18	3600
Changes in technology	16,07	25,9	21,2	4240
Changes in the structure of production	11	17,7	14,5	2900
Non-productive expenditure of labor	-1,71	-2,7	-2,2	-440
Modernization of equipment	5,87	9,5	7,8	1560
TOTAL:	31,23	50,4	41,3	8260

The table shows which factors have had a positive impact, and which a negative effect on the change in labor productivity and output in CJSC NCC Construction. On the analyzed enterprise large untapped potential growth of these indicators is associated with all-day, internal and unnecessary loss of working time, you need to consider when planning and organizing the production in the future.

3.4 Key areas of efficient use of labor potential of the company

The criteria for the management of the company are closely linked to the objectives of the firm, just as the production efficiency is related to the achievement of production targets.

Depending on the degree of the achievement it could be a complete or partial response. The evaluation is based on comparing the expected (potential) and the actual efficiencies. Justification for the proposed evaluation should include both main and side effects (provided and unintended).

Since the units of collective action are working, the goal is to each group. In this regard, it is important that the target was known to everyone working in the firm, which allows you to check on its achievement, and thus to measure the effectiveness and efficiency of the staff.

Naturally, the goals of the firm should be evaluated. Therefore, the attention of every leader in areas of administrative activity in the objective should focus on

achieving the most significant, tangible results of their implementation. In connection with this purpose the following requirements must be met:

- the determination and perseverance of the performers is aroused in achieving them;
- Be firm, but variable, if necessary;
- Be realistic, fair and achievable;
- comply with the actual intensity of labor employed;
- provide for reward or punishment based on the results of their performance.

The tasks of each unit may be different, but the basic management objective remains the same for each of them: the unconditional execution of a given production program output and achievement with minimum costs of materials, labor, time and money. The main factor influencing the effectiveness of the system of personnel management are economic methods of motivating employees.

In order to increase the motivation to work, provision of material incentives to improve the quality and quantity of works, the company applies bonus system work, assuming the charge of a premium to the established monthly employment agreements (official) salaries when the appropriate performance indicators. The specifics of awarding various categories of personnel shall include provisions on remuneration of specific business units.

The source material is a staff incentive payroll company - in terms of monthly payments (officer) salary and bonuses for the achievement of performance indicators, allowances and bonuses, remuneration based on performance for the year and the profit of the company - in terms of other non-systemic nature of incentive payments.

In the process of studying the CJSC NCC Construction a public opinion survey of employees was conducted, with the help of which the indicators have been identified.

Table 3.9 Motivators and hygiene factors

	Motivators	Hygiene factors
The factors increasing productivity	Make to work better, %	Make the job more pleasant, %
Opportunity to promote	48	22
Good salary	45	27
Salary depends on the quality of work	43	31
Recognition	41	34
The work gives the opportunity to develop the ability	40	27
The work allows me to take care of business	37	33
High share of responsibility	36	28
Interesting jobs	36	35
Work requires creativity	35	31
The factors make work more enjoyable		
Additional benefits	27	45
Fair treatment	24	45
Awareness	21	49
Flexible working	20	48
Good relationships with superiors	19	52
Work with people who are alike	17	54
Work without stress and hurry	15	61
Clean, quiet workplace	12	56
Convenient location of work	12	56

The objective of the current economic situation has, above all, increase staff interest in enhancing the effective operation of the enterprise to maximize profits in periods of significant increase in market size. To achieve the desired effect it is necessary to change the existing system of governance through the introduction of new forms of administrative, economic and socio-psychological control techniques.

Consider another problem that exists at the moment in CJSC NCC Construction. Traditional wage formation on a "base rate plus a percentage of a given indicator" does not confirm its efficacy and is in serious need of revision. Career opportunities for managers and employees engaged in the bottling line of products is very limited, so the employees who have worked in that capacity for several years should be given other newer methods of stimulation.

Analysis of management in the firm revealed that in order that the company can operate successfully in a competitive environment, an efficient return on each employee is needed. Consider the projected performance of the CJSC NCC Construction, which is expected for 2013 as a result of the conduct of complex interventions.

Consider the movement of labor in the enterprise is shown in Table 3.9.

Table 3.10 Projections of the labor movement of CJSC NCC Construction

Indicators of movement	2011	2012	2013
Population at the beginning of the year, the person	34	59	81
Accepted for work, pers.	35	32	6
Disposals people	10	10	6
Including:			
at their own request	5	5	4
for breaches of labor discipline	3	3	2
Population at the end of the year, people	59	81	81
The average number of staff, people.	38	68	81
The turnover ratio to receive workers - К _{пр}	0,92	0,47	0,07
Turnover rate of retirement of employees	0,26	0,15	0,07
The turnover rate	0,21	0,12	0,07
Coefficient of constancy personnel	0,90	0,87	1

As a result, the measures are taken by the management staff at the company and are improved performance of motion, decreased turnover, led to new employees, of which 14 people are engineers and technicians, ensuring CJSC NCC Construction engineering and technical personnel of 100%. For family

reasons 2 people have left, 1 person has been laid off for systematic delay. This trend can be considered a positive assessment of the effectiveness of management personnel of the enterprise, because as a result of the measures taken, the projected turnover rates will not deteriorate.

The projected turnover ratio to receive workers (K_{np})

$$K_{np} = 6/81=0,07 \quad (29)$$

Turnover rate of retirement (K_B)

$$K_B = 6/81=0,07 \quad (30)$$

Turnover rate (K_{TK})

$$K_{TK} = 6/81=0,07 \quad (31)$$

Coefficient persistence of plant personnel (K_n)

$$K_n = 81/81=1 \quad (32)$$

Table 3.11 The balance of time for a single worker, the days

Indicators	Plan 2012 y.	Fact 2012 y.	Forecast 2013 r.
1. Calendar time	365	365	365
2. Weekends and Holydays	92	92	92
3. Absence:			
Basic and additional vacations	32	38	38
Illnesses	14	15	15
Truancy	-	2	-
Other	2	2	2
4. Effective fund of working time	225	215	217
5. The average duration of the working day, hour.	8	7,8	8

When calculating the effective working time fund truancy taken to be zero, because we believe that due to the correct policy of the CJSC NCC Construction absenteeism at the plant will not be.

Effective working time fund will be:

$$\Phi_{PB} = 365 - 92 - (38 + 15 + 2) = 217 \text{ days} \quad (33)$$

The projected fund working hours increase.

Table 3.12 The use of labor resources of CJSC NCC Construction

Indicator	2013 y.	
	Fact	Plan
The average annual number of workers (ЧР)	81	81
The days worked by one worker per year (Д)	217	217
Hours of work for one year (Д)	1736	1736
The average duration of the working day (П) hours	8	8
General Fund of working time (ФРВ), people.	140616	140616

The projected workforce at the plant will be used to the full, by making fuller use of the available workforce, growth in worker productivity, intensification of production, integrated automation and mechanization of production processes, the introduction of new, more productive technology, improvements in technology and organization of production.

Working time fund (ФРВ) depends on the number of workers, the number of waste by one, in an average year, and the average duration of the working day:

$$\Phi_{PB} = \text{ЧР} \times \text{Д} \times \text{П} \quad (34)$$

The projected fund of working time is planned. In CJSC NCC Construction" some of the losses caused by subjective factors will be reduced: additional holidays with the permission of the administration, absenteeism, downtime, but not to zero. Unproductive labor costs are projected up 164 hours.

Reduction in lost work time - one of the reserves increase output.

$$\Delta \text{ВП} = \text{ПРВ} \times \text{ЧВплан} = (2033 + 170) * 626 = 284,9 \text{ thous.} \quad (35)$$

Initial data for predictive factor analysis of labor productivity in CJSC NCC Construction for 2012

Indicator	Plan	Fact	Forecast
The average number of production staff (people)	68	68	81
including:			
workers	20	19	25
	0,29	0,28	0,31
The days worked by one worker per year (days)	225	215	217
Hours worked by all workers (hours)	122400	114036	118048
Production in the planned prices (thousand rubles)	800000	800253	801000
The development of worker:			
The average annual (thousand rubles).	1176,47	1176,84	1128,17
The average daily (rubles)	5228,76	5473,69	5198,94
The average hourly (rubles)	653,6	701,76	649,87

The forecast data table shows that the average annual output per worker in CJSC NCC Construction engaged in primary production will decrease by 48 300 rubles.

On the factor model of profitability of the personnel of NCC Construction the ratio of profit to the average number of personnel is as follows:

$$\Pi/\Pi\Pi = \Pi/B * B/B\Pi * B\Pi / \Pi\Pi\Pi = R_{np} * \Delta_{pn} * \Gamma B \quad (36)$$

where Π - profit from the sale of products; $\Pi\Pi\Pi$ - the average number of production staff; B - sales proceeds; $B\Pi$ - value of output in current prices; R_{np} - profitability of staff; R_{np} - return on sales; Δ_{pn} - the share of revenue in the cost of manufactured products; ΓB - the average annual production output of one employee in current prices.

Table 3.13 Projections for the factor analysis of profitability of personnel of NCC Construction

Indicator	Fact 2012	Plan 2013	Difference
Profits from the sale of products, thous.	59089	70000	10911
The gross production volume at current prices of the year, thous.	800253	801000	747
The average number of employees.	68	81	13
Profitability of sales, %	7,38	8,74	1,36
Average annual production of one employee (in current prices, ths.rub).	1176,84	1128,17	-49,67
Profit per employee, thousand rubles	86,9	98,59	11,69

The projected profit per employee CJSC NCC Construction is above the planned 11,69 thousand rubles. These calculations give the following conclusions. In the conduct of policy incentives and motivation in the company, subject to the above activities, the projected turnover ratio to receive workers (Кпр) will decrease by 10 times, which is a positive factor for the effective management of the enterprise personnel, the turnover rate of retirement (Кв) will decrease by 5 times the projected effective fund of working time and the predicted profit per employee increased. These changes are indicative of the effectiveness of selected measures to improve the management of CJSC NCC Construction.

4 PROSPECTS TO IMPROVE PRODUCTIVITY AT THE ENTERPRISE

4.1 The effectiveness of the use of labor resources and methods to motivate staff

After these calculations, we can calculate the level of labor productivity. **The labour productivity** is the fruitfulness of employees remaining in the sphere of material production. The level of labor productivity expressed by the number of products produced per unit of time: the ratio of the number of output to the cost of living labor, directly spent on its production, or to the entire labor embodied in it - living and objectified. The latter figure is more complete as it characterizes the efficiency of all factors of production, i.e. the total capital invested in the production.

Increased productivity and efficiency of the use of labor resources have a direct influence on the growth of industrial production and sale of products. A common measure of productivity in terms of money is the amount of output per worker.

The effectiveness or intensity of use of labor resources can be characterized:

- the size of output per worker in the average, i.e. of labor productivity or output;
- the size of staff time per unit of output, i.e. of labor input.

Trying to resolve the "personnel issue" employers have resorted to various methods. Some provide managers with tangible benefits, such as the payment of premiums, tuition fees, provision for use of a mobile phone with mobile communications services, company car, etc. But in the end, such privileges are equivalent to actually improve the efficiency of salary and will not be able to win the loyalty and motivation of employees in the long term.

Other leaders practice of issuing long-term loans, such as for the purchase of housing. The output is quite good, but the fix so professional, the employer thus practically deprived of the chance to fire him, if necessary, until he returns the loan.

More and more companies are beginning to use this method motivation of offering social packages. The most common way is contracts of voluntary medical insurance of employees (LCA). However, despite the undoubted positive moment in the presence of LCA compensation package business, and this way does not help to achieve the result is often. First, the pay from the profit policies of the LCA, and the prices for such insurance are rising almost every year. Secondly, providing employees with the opportunity to be treated, the employer unwittingly creates an incentive for them to get sick, which may adversely affect the performance of the enterprise. The greatest benefit of such insurance is received by workers who most often take a "sick", while others do not actually receive any benefits.

But the most important thing - all these measures do not give the company its effectiveness in the long term. After having such a motivation package, each employee is valued only until he is not the same (or similar) motivation by another enterprise. It is important for each HR-manager to establish the company long-term programs to motivate employees. An effective system of stimulation of work should be linked to the personal ambitions of employees and to the goals of the enterprise as a whole. This is its main purpose. The fact that an employee, employed on a job in a company CJSC NCC Construction, has another purpose that sets the company as a whole. These include increasing the level of pay, getting a prestigious job, to expand its area of authority and decision-making, increase the number of subordinate units, etc. On the other hand, the company is interested in maximizing employee participation in achieving the very different challenges - especially in improving the profitability of the enterprise. Therefore, any company has a system of incentives, the main purpose of which is to link, the interests of the company and personnel. It is clear that the promotion and, in particular, the financial reward employees, are factors that reduce the profitability of the enterprise. Therefore, the main objective of the incentive is to maximize (or required) the effectiveness of labor for minimum money. A person (the employee) is the main driving force of any enterprise, so the key to the commercial success of any company is the high-quality and productive work staff. Especially important is dedication and initiative of workers in a

competitive environment where a lot is determined by the efficiency of the grass-roots level - operational staff of the company, as well as the flexibility of the system of tactical (operational) management. Without this it is impossible to provide fast delivery of high-quality and variety of services that determine the commercial success of CJSC NCC Construction. Experience shows that a high-quality work and initiative with high dedication is impossible if the staff is working "under duress." This is known since the days of ancient Rome, which undermined the power of the inefficiency of slave labor. And in those days, slave owners created a system of stimulating the growth of productivity; the main element is the personal interest of the employee as a result of its activities.

However, these simple principles of improving productivity through system of rational stimulate are not use everywhere. From this point of view, now a significant number of companies has built an inefficient manner. As a rule, only the salary of agents is directly related to the result - they collected a bonus. While here, it should be noted that the agency work should be associated rather with the quality of contracts, than the premium collected. Wages offices serving sales, but not directly involved with selling products, often have nothing to do with the grand total activity. This situation is wrong. In order for work to be effective, its payment and other non-monetary incentives must be closed for the final result, or the projection of the final result of the activities of this unit. On the other hand, the incentive to consider the possibility of influencing the employee on the financial results of the company as a whole: for example, if the wage cleaners will be completely contingent on the collection of premiums, any increase in efficiency will not be achieved, rather the opposite. In connection with this incentive the system should be close to that goal, which is the most relevant to a particular department or employee. The goal (labor orientation) of each person must be a projection of the overall goal for this unit or workplace. At the same time, the system of remuneration of employees of the company should not be elements that are not related with the overall goal of the company. In addition, the system of remuneration of any employee enterprise, regardless of its place in the system of division of labor, must be preserved component associated with the grand total of the company. It will keep the team spirit and the understanding that all staff work with a common goal, facing the

enterprise. The primitive staffing, often reproducing circuit of the Soviet past, often operate in firms. And all over the world for promotion, except the management, the other scale is involved - for professionals (seven or eight steps with the corresponding increase to the salary). The specialist who has attained the highest level, can receive more than the manager of medium rank.

4.2 The influence of the main factors of employment on wages and developing recommendations to improve productivity

The results of the analysis of the labor market are the basis of the formation of human resources policy in various areas.

1. Remuneration policy for staff. Reliable information on wages clearly shows the location of the labor market (at the level of the market, above the market below the market), its position in relation to their competitors. Optimization of payroll (payroll), in accordance with the average characteristics often achieves economic benefits in the management of personnel. We make a simple calculation: if we "overpay" management personnel on average by 10% and the percentage of payroll employees is approximately 40%, in this case the company loses 4% of the total payroll. In terms of the year this amount for a number of companies may be on the order of the annual training budget or the budget of a major ad campaign.

2. The policy of recruitment. On the basis of information on the demand and supply of labor, a strategy to attract new employees should be developed, including taking into account the seasonality of the labor market. You should also determine and justify the priority ways of attracting staff.

3. Adjustment of staff in policy-making and evaluation of staff. Monitoring of the labor market allows you to track changes in the requirements for positions as business development needs of the additional competencies and professional skills. This in turn leads to improve the assessment of staff.

4. Policy development staff. By studying the changing requirements for employees, and predicting the situation on the labor market, the management may decide to training cadre. This allows you to prepare in advance for most of

the successors of key employees. This information is also taken into account when developing a training plan in the company.

5. Policy retention. Information about the labor market helps to predict human risk in the event of loss of key employees. In addition, competitive compensation package reduces stress. Accordingly, the reduced losses are associated with unscheduled care of employees of the company.

It is based on the position that there are two types of factors that influence the behavior of workers employment - factors related to the external environment (the context of labor), and the factors associated with the maintenance of labor. A group of factors that directly affect the satisfaction of physiological needs is called hygiene factors. These include the level of wages, interpersonal relationships in a group, the policy of the administration, the degree of accountability for the work of the staff, as well as the comfort of jobs of employees. According to Herzberg, hygiene factors do not affect the motivation to work, even though their low level or absence of a source of dissatisfaction. For example, the conflicts within the team or delays in the payment of wages, of course, will not contribute to work effectively, to deal with innovations, to strive for self-improvement. But according to the findings of Herzberg, the presence of a high degree of hygiene factors also encourages staff to perform well. The second group of factors directly affects the motivation of employees, and increases the efficiency of their work. Herzberg has called these factors motivating. They allow you to meet the higher than physiological, human needs: the need to recognize and respect the aesthetic and cognitive, to realize their capabilities and develop their own personality.

As factors - motivators Herzberg took the success of the employee, recognition and approval of the results of his work, promotion, a high degree of responsibility, opportunities for creative and business growth. These are factors that, in his opinion, cause an employee to work effectively. As he considered the motivating force and labor costs, if any, depend on the performance of the employee. Managers need to know that the lack or inadequacy of the motivating factors do not lead to job dissatisfaction. Employees may well suit a situation where they do little for that answer, without waiting for promotions, and prefer

creative chores, using innovations only when absolutely necessary. Based on the theory of Herzberg, the head to achieve motivation lives of employees must ensure that the motivating factors by finding out beforehand what the priority needs of subordinates. A special role is played by a sense of motivation to succeed at work, at stimulating further creative work that can make a difference in a small group, a team. It should be noted that Herzberg thought that slaves are starting to pay attention to hygiene factors only if their realization is considered inadequate or unfair.

For a more complete understanding of these two groups of factors they are presented in the following form:

1. The immediate motivating factors:

- A. Self-realization
- B. Private property
- C. Responsibility
- D. Recognition
- E. Success
- F. Increase

2. Hygiene Factors

- A. Relationship with superiors
- B. Relationships with colleagues
- C. Leadership style
- D. The company policy
- E. The working conditions
- F. Life

Both:

- A. Wages
- B. Development perspective
- C. Status

The theory of two factors says that if leaders want to achieve the marked increase productivity, they should concentrate on the "motivators" and try to change the content of the work. If they are concerned about issues of dissatisfaction of workers, poor discipline and staff turnover they should pay attention to the type and other factors to improve the outside of the labor.

Settlements with employees (the staff is the enterprise and does not consist in it) for all transactions relating to wages, pensions, benefits, compensatory payments and deductions from wages, are carried out with the use of account 70 "Settlements with staff on pay". The companies have the right to develop their own systems and forms of remuneration, and they are required to comply with the labor law, which is governed by the following principles:

- 1) monthly salary should not be less than the minimum wage (SMIC), established by the state. Federal Law of 20.04.2007 № 54-FZ "On Amending the Federal Law «On the minimum wage»" the value of the minimum wage is set: 01.01.2006 - 720 rub, from 01.09.2007 - 2300 rub;
- 2) Work overtime, weekends and holidays must be paid for separately;
- 3) Workers should be paid leave (in accordance with Art. 115 TC RF) duration of 28 calendar days;
- 4) Payment of unsafe conditions must be improved;
- 5) The time, which under the law is saved wages, must be paid.

All payments to employees fall into three main types: payroll, social benefits and other benefits that are not part of any payroll or part of social benefits. Such a division is crucial for the calculation of the size of payments to social funds. If collection of payments is included in the cost of production and circulation, it is called payroll. Their list is established by law. Thus, the wage bill is different from the payroll in that it considers only the part of which is included in cost of goods, works and services. At present JSC NCC Construction has the following remuneration system: tariff system, tariff-free system, a floating salary, commission system, the combined system of remuneration. The defining moment in the personnel department is its focus on the needs of the enterprise, the requests and needs of management and staff. In addition, during the formation of the internal talent pool staff is being evaluated according to certain criteria.

For example:

* Quality of work:

- Work is performed without error (with a few errors), carefully and thoroughly, does not require additional verification, with little or no assistance of the head;

- A small number of errors in the work, accuracy and precision, clear instructions, the slight relief of the head;
- The quality of the work meets the prescribed requirements;
- There are mistakes, careless performance of work requires periodic inspection by the supervisor;
- Poor quality of work, permanent errors, requires constant checking and correction.

* The volume (quantity) of work:

- Fast and energetic worker, constantly easily do a lot more work than planned;
- The employee rapidly executes a large amount of work;
- The worker constantly performs plan;
- Slow-working, requiring constant prodding employee;
- Employee working slowly, losing a lot of time wasted, not coping with the volume of work planned.

* Presence at work (discipline):

- Extremely reliable person who is always at work and on time;
- Reliable, the employee is rarely absent (for good reason), the warning in advance of his absence;
- Absences for good reason, has no serious negative consequences for the job. On his lack of advance warning of such employee;
- Unreliable, non-punctual, no warning about his lack of employee;
- Are often absent or late without warning, extremely unreliable person.

* The level of loyalty to the company:

- Who knows the company and devoted its assistant, who puts the interests of the organization in the first place. The non-negative comments about the company in any situation, speaks positively about the management, colleagues, both at work and outside it. Such a person is genuinely proud of his business;
- Positive about the company, which does not allow non-constructive criticism by a worker, pleased with his work;
- The worker, satisfied with their work at the plant, avoiding publicly express dissatisfaction about the organization, colleagues, chief;
- Does not feel a part of the organization of people, sometimes chilling negative emotions in relation to the company;

- Negatively related to the organization of work, pursuing personal goals. When working with the staff, especially the formation of personnel reserve, remember the following: the highest value are not the ones who possess unique knowledge, and those who are able to constantly learn and apply their new knowledge into practice. In addition, the unique specialists often close the whole process by themselves, and if they have to leave the organization, the work is greatly complicated. So you can not build a work based on the particular specialist, otherwise there is a risk of being held hostage. This work should be carried out systematically, purposefully, and adjust the position of the personnel reserve of the enterprise.

5 CONCLUSION

The following conclusions can be made as the result of the work

The management of the company is determined by the efficiency of the operation and use of each control element: the rationality of the structure, the application of scientific and advanced management methods, speed, completeness of information services, personnel management skills and their ability to be creative in solving specific problems of management.

The criteria for the management are closely linked to the objectives of the firm. Specificity of governance is that the development objectives is a function of the management and implementation takes place both in the functioning of the administration, and as part of a managed object.

Currently, a common approach to the assessment of the effectiveness of management of the company does not exist. Due to the fact that in practice the dimension estimates are large enough, and the quantitative comparison of the managed object (the company) is often not possible, to evaluate all aspects of the management fails. The main trends of the analysis and design of control systems businesses include orientation to strategic approaches and attention to the inner motives of work, the active development of economic, social and psychological stimulation methods in modern conditions.

You can offer to the CJSC NCC Construction to enter the hourly wages and the dependence of the percentage of premiums, i.e. need to develop a program that will record every sale of a product manager and the number of sales will be credited a bonus. In this case, the work of each employee will be reflected, their individual approach to each customer, interest in sales and amiable relationship with every client.

As for the proposed CJSC NCC Construction improved system management the determinants of incentives for staff is the system of material incentives and methods of social and psychological motivation. Program management career development is an auxiliary, though no less important character. The analysis of CJSC NCC Construction has shown that the company has

successfully developed and has a high technical potential. The company takes a large share of the construction market, allowing the product freely and easily competes with the products of other companies. The analysis of the control system in the company showed that the personnel management of the enterprises should be carried out with a combination of administrative, economic and socio-psychological control techniques.

The basis of staff incentives lays on using organizational techniques that the optimize building performance management system. The main weaknesses of the existing management of CJSC NCC Construction are the following:

- When determining the amount of salary and bonus not paid attention in addition to the time worked staff, which greatly reduces the motivation and productivity of employees;
- Sometimes used time wages, though ultimately important quantitative result. It also leads to a significant reduction in labor productivity;
- Individual competencies meaningful quantitative characteristics (quantity and quality) are not defined. Charge of CTU conducts leader, relying only on his personal opinion;
- Qualification of the worker is not determined for all categories of staff;
- No corporate management techniques. Management makes decisions without discussing with the team;
- Socio-psychological methods of motivation (Hall of Fame, awarding a diploma, etc.) are fixed in the Regulations on the pay system and motivation of staff, but the company does not apply in due measure.

In the practical part of the calculations that the applied methods for assessing the effectiveness of personnel management can be seen and on this basis, compensation and change management in the enterprise can achieve the following results:

- The projected turnover ratio to receive workers (K_{np}) will decrease by 10 times, which is a positive factor for the effective management of the enterprise personnel;
- The turnover rate of retirement (K_B) is reduced to 5 times;
- The projected fund of working time and the predicted profit per employee will increase and, consequently, increase profits.

These changes are indicative of the effectiveness of selected measures to manage the enterprise CJSC NCC Construction and the management of personnel.

The proposed solutions in the research paper analyzes the effectiveness of personnel management and on this basis, correction and change policies to encourage and motivate the company to extend the range of modern methods to increase the efficiency of management.

The management of the company can also offer improved human resources department, adding it to the "department of management and organization of labor" for the analysis and design of control systems' motivational system. To improve the system of career management in the enterprise it is necessary to lay the foundations of the system of career development through the introduction of management by objectives, training and management of adaptation and career guidance, with allowance for the extension, individual psychological counseling career, forming a good communication system for the enterprise and systematic public awareness about the vacancies in the firm. In general, well-articulated efforts to develop career management in the enterprise can help employees to identify their own needs to promote, give information about suitable career opportunities within the company and match the needs and objectives of the employee with the goals of the organization. Creating such a system can reduce the aging of human resources, which are costly to the company. In addition, the system is able to provide career counseling considerable help in the management company of the understanding of the motivation of its employees and of the adjustment of the methods and systems of motivation.

In general it can be concluded that the implementation of the proposed measures on the analysis and design of control systems will increase the interest of employees in the results of their work and the efficiency of the entire enterprise management system, and further analysis and design of control systems is promising for the development of management in the modern world.

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