

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

APPROVED

at the meeting of the department
management and business
Protocol № 1 of 25.08.2023

AGREED

Vice-rector for educational and methodical work



REMUNERATION AND REGULATION OF LABOR
Program of the course

Field of knowledge **07 “Management and administration”**
Specialty **073 “Management”**
Study cycle **first (bachelor)**
Study programme **“Business Administration”**

Course status
Language

elective
English

Developer:

Doctor in Economics,
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2023

INTRODUCTION

Today, almost all organizations and enterprises are creating and introducing special labor regulation programs, while earlier they were, as a rule, an integral part of productivity programs.

Labor regulation programs are based on a systemic approach and include measures aimed at using labor resources by expanding the scope of labor standardization, ensuring the high quality of developed norms and standards, as well as maintaining them at a progressive level.

The process of developing regulation programs takes place in several stages. First of all, a financial and economic justification of the need for rationing is carried out. Further, on the basis of the study of production and labor processes, the possibility of their improvement and evaluation of the systems of standardization of the programs that are introduced, the savings from their introduction are calculated. At the next stage, the planning of the entire complex and the sequence of works on the creation and implementation of the program are carried out

In the interests of increasing economic efficiency at enterprises in the field of material production, it is necessary to achieve the establishment of the most rational measure of spending working time and other resources per unit of production. This can be achieved by knowing the theoretical provisions and methodology of labor regulation.

"Remuneration and regulation of labor" is an elective course of the study programme "Business administration" of the first (bachelor's) level of higher education, specialty 073 "Management".

The purpose of the course "Remuneration and regulation of labor" is the formation of competencies in the system of theoretical knowledge and applied abilities and skills of labor regulation in modern conditions, the use of modern forms and systems of labor in the activities of enterprises.

The tasks of the course are:

assimilation of knowledge about the organization of labor remuneration at the enterprise and mastering the methods of labor rationing;

acquisition of practical skills in the application of economic and mathematical methods in labor regulation;

mastering the skills to define and apply various forms and systems of labor remuneration;

mastering the skills to identify the advantages and disadvantages of different forms of remuneration.

The subject of the course is the general patterns and peculiarities of regulation and remuneration of the personnel of organizations.

The object of the course is the organization of labor activity and regulation of remuneration at the enterprise.

The learning outcomes and competencies formed by the course are defined in the table. 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO 3	GC9, SC3, SC4, SC8,
LO 5	SC1
LO6	SC2, SC12
LO7	GC12, SC1, SC2, SC4
LO8	SC2, SC8
LO17	SC3, SC4
LO18	GC11
LO 20	GC11, SC5, SC7

where GC 9. Ability to learn and master modern knowledge.

GC11. Ability to adapt and act in a new situation.

GC12. Ability to generate new ideas (creativity).

SC1. Ability to identify and describe organizational characteristics.

SC2. Ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC3. Ability to determine the prospects for the development of the organization.

SC4. Ability to identify the functional areas of the organization and the connections between them.

SC5. Ability to manage the organization and its divisions through the implementation of management functions.

SC7. Ability to select and use modern management tools.

SC8. Ability to plan the organization's activities and manage time.

SC12. Ability to analyze and structure organizational problems, to form reasonable decisions.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO5. Describe the content of the functional areas of an organization's activities.

LO6. Demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

LO7. Demonstrate organizational design skills.

LO8. Implement management techniques to ensure the effectiveness of the organization.

LO17. Perform research individually and/or in a group under the guidance of a leader.

LO18. Evaluate opportunities to use technology to optimize business efficiency.

LO 20. Coordinate aspects of business organizations that contribute to the efficiency of its work.

COURSE CONTENT

Content module 1. Norms and regulation of labor.

Topic 1. Basics of labor regulation

1.1. The essence and content of labor regulation.

The essence and content of labor regulation. The role and significance of standards. Requirements for standards in different production conditions. Basic principles of labor regulation.

1.2. The main functions, tasks and stages of the development of science.

Functions of labor standards. The main tasks and stages of the development of science. Basic norms of work.

1.3. Classification of labor standards.

Time norm, types of labor norms.

1.4. Objects of labor regulation.

Working hours and production operations are objects of labor regulation. The concept of the technological structure of the operation and the labor microclimate. The essence of the volume of work, the service area and the number of personnel as objects of labor regulation.

Topic 2. Methods of studying labor processes and working time

2.1. Concept and essence of working time.

The goals and objectives of studying working hours.

2.2. Methods of studying the costs of working time.

Classification of costs and losses of working time of different categories of workers. Technical means of studying working hours.

2.3. Photo of working hours, its types and purpose.

Photo of working hours: essence, purpose and its features. Individual photo of working hours. Group and team photo of working hours; self-photograph; a photo of the time the equipment was used. Conducting observations. Processing of results.

2.4. Timing of operations.

Timing, its essence and purpose. Organization of timing observations. Photo of the working hours and its use. Stages of operations timing. Preparation, conducting and processing of observation results. Analysis of the obtained results.

Topic 3. Methods of calculating labor standards

3.1. Peculiarities of rationing of the main and auxiliary time.

Accuracy and reasonableness of time norms in various types of production. Classification of rationing methods and methods of setting standards. Total methods of standardizing labor costs.

3.2. Analytical methods of standardizing labor costs.

Analytical method of establishing time norms according to regulations. Calculation of norms based on the costs of working time and equipment operation modes. .

3.3. Research-statistical method of establishing time norms. Scope of use. Disadvantages of the research-statistical method.

3.4. Peculiarities of determining the constituent parts of time norms.

Topic 4. Normative materials

4.1. The essence and classification of normative materials.

Purpose and essence of regulatory materials on labor.

Norms of equipment work modes. Time standards. Norms of labor service. Number norms.

4.2. Requirements for normative materials.

Classification of the main types of normative materials

Content module 2. Remuneration of labor.

Topic 5. Organization of remuneration

5.1. Organization of remuneration.

The essence of wages, types of remuneration. Salary structure: basic, additional. Other types of payments. Minimum wage. Setting its size and view.

5.2. Salary functions.

Basic functions of wages.

5.3. Principles of wage organization.

Basic principles of remuneration. The main legislative act of the salary organization system. Wage regulation (state and contractual).

Topic 6. Tariff system of labor remuneration

6.1. The tariff system of labor remuneration and its purpose.

Purpose and composition of the tariff system. Components of the tariff system: tariff rate, tariff coefficient, tariff grid. Tariff and qualification guides, their purpose, structure, content Tariff and qualification guide.

6.2. Tariff rates, their economic significance, types.

Types of tariff ponds. Tariff grids, their purpose, varieties. The essence and necessity of surcharges and allowances.

6.3. Peculiarities of remuneration of workers of different categories.

Remuneration of managers, specialists and employees. Workers' rights to wages and their protection.

Topic 7. Forms and systems of remuneration

7.1. General concepts of payment systems.

7.2. Unit form of payment and its system.

Terms of use and features of piecework payment. Unit-premium system of payment, its variety.

7.3. Hourly form of payment.

Forms of hourly wages. Terms and frequency of payments. Average salary and its calculation.

7.4. Paying for work in teams.

7.5. Organization of awarding workers.

Types of bonuses. Award scale.

7.6. Workers' rights to wages and their protection.

Wage indexation. Peculiarities of remuneration of workers of budget enterprises and organizations. Compensation to workers of a part of the salary in connection with the delay in its payments. Control over the implementation of the legislation regarding wages.

List of laboratory classes / tasks by course are given in the table.2.

Table 2

List of laboratory classes / tasks

Name topics and / or task	Content
Topic 1 Task 1	Tasks on the topic: "Labor productivity" (solving tasks on the topic)
Topic 1 Task 2	Laboratory task. Question: 1. The role of labor rationing in the economy. 2. Tasks of labor regulation. 3. Types of norms and regulations. 4. Basic methods of labor regulation. 5. Sequence of calculation of time norms. 6. Application of economic and mathematical methods in labor regulation. 7. The impact of market changes in Ukraine on labor regulation.
Topic 2 Task 3	Methods of studying labor processes and working time costs (Timing)
Topic 2 Task 4	Methods of studying labor processes and working time costs (LOotograLOy of working time)
Topic 3 Task 5	Methods of calculating labor standards (Solution of problems by topic)
Topic 4 Task 6	Normative materials. (task by topic).
Topic 5 Task 7	Laboratory session. Question: 1. Forms of remuneration. 2. Labor payment systems, their brief description. 3. Unit wage system and varieties of this system. 4. Hourly wage system and varieties of this system. 5. Terms of application of piecework and hourly wage systems. 6. The level of control over unit and hourly wages. 7. Tariff and non-tariff remuneration. Advantages and disadvantages. 8. Nominal and real wages.
Topic 6 Task 8	Tariff system of labor payment (Solution of problems on the topic)
Topic 7 Task 9	Forms and payment systems. (Solution of problems on the topic)

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name topics and / or task	Content
Topic 1-7	Study of lecture material and regulatory framework of Ukraine
Topic 1-7	Preparation for Express control work
Topic 1-7	Preparation for laboratory classes
Topic 1-7	Performance of an individual task (presentation)
Topic 1-7	Preparation for the exam

The number of hours of lectures, laboratory classes, and hours of self-study is given in the technological card for the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such learning methods as:

Verbal (lecture-discussion (Topics 1-7), work in small groups (Topics 2, 3, 4), lecture-provocation (Topic 5) .

In person (demonstration (Topics 1 – 7).

Practical (laboratory work (Topics 1 – 7), group work (Topics 2, 4), presentation (Topics 1, 5).

ASSESSMENT FORMS AND METHODS

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures and laboratory classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of exam.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: express tests (maximum score – 10 points (two express tests during the semester, total maximum number of points – 20 points); competence-oriented task by topic (maximum score – 5 points (six competence-oriented tasks

during the semester, total maximum number of points – 30 points); presentation (maximum score – 5 points (two presentations during the semester, total maximum number of points – 10 points) .

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria are given below.

Example of an exam card

Simon Kuznets Kharkiv National University of Economics

First (bachelor's) level of higher education

Specialty “Management”

Study programme “Business Administration”.

Course "Remuneration and regulation of labor"

Card 1

Task 1 (test). (10 points)

1. The organization of labor remuneration largely depends on:

- a) from the quality of normative materials;
- b) the existing social assistance payment system;
- c) current bonus system;
- d) all of the above;
- e) other factors

2. An important element of labor organization at the enterprise is the improvement of planning, organization and maintenance of workplaces — the area of application (application) of labor directly by the employee. There are the following types of jobs:

- a) individual;
- b) automated;
- c) permanent;
- d) portable;
- e) integrated.

3. The main requirements for the organization of wages at the enterprise are:

- a) ensuring the necessary increase in production efficiency;
- b) ensuring the necessary level of the ratio of live and embodied labor;
- c) ensuring the necessary wage increase while reducing its costs per unit of production;
- d) all of the above;
- e) none of the above requirements.

4. The organization of the workplace is the main element of the personnel management system, which involves the planning of the workplace. Special importance in this process is given to internal planning, which involves planning for the following zones:

- a) training area;

- b) work area;
- c) approach area;
- d) zone of sanitary level;
- e) emergency approach zone.

5. For certain groups of employees, a piecework payment system is used. It is a component of the following form of remuneration:

- a) individual;
- b) part-time;
- c) tariff-free;
- d) all of the above;
- e) none of the specified forms.

6. The hourly wage fund covers all types of payments for time actually worked and consists of:

- a) salary for time worked;
- b) bonuses based on work results;
- c) additional payments depending on the conditions and intensity of work;
- d) allowances for professional skill;
- e) reward

7. Depending on the object of observation, the following method of photographing working hours is used to determine the actual costs of working time for the performance of labor processes:

- a) photo of employees' time use;
- b) a photo of the institution's working hours;
- c) a photo of the production process;
- d) all of the above;
- e) none of the above is correct.

8. The tariff system is used for the purpose of differentiation:

- a) amounts of social assistance;
- b) the amount of the employee's salary;
- c) minimum wage amounts;
- d) all of the above;
- e) none of the above is correct.

9. Specialists distinguish three methods of timing:

- a) direct;
- b) selective;
- c) cyclical;
- d) comparative;
- e) instantaneous.

10. State regulation of labor remuneration consists in determining and revising:

- a) current standards of labor costs;
- b) the size of the minimum wage and the conditions affecting its value;
- c) principles of financial incentives for employees in various fields of production;
- d) all of the above;
- e) none of the above is correct.

Task 2 (diagnostic). (12 points)

Determine the unit-premium monthly earnings of a grade 4 machine tool worker, if during a shift he produces 150 parts at a variable rate of 120 pieces. There are 21 working days in a month, the duration of a shift is 8 hours. The minimum salary is 1,004 hryvnias/month, it is taken as the basis of the tariff grid.

The scale for calculating the premium for exceeding production standards:

No	% fulfillment of norms	% of premium
1	Up to 100	there is no
2	101-105	20
3	106-115	30
4	116-130	40
5	131 above	50

Task 3 (diagnostic). (18 points)

Process the results of observations of working hours photos.

Norms for rest and maintenance of the workplace are 4% of operational time

Calculate the time spent on each of their types. Index the types of works of the same name.

Make a balance of working hours.

Output data:

No. z/p	What was observed	Current time, min	Duration, min	Details are made	Index
Start of work at 8 o'clock.					
1	Get acquainted with the drawing	8 hours 07 minutes			
2	Takes out a tool	8.5			
3	Follows the incisors	13.5			
4	Processing of three parts	9 h 17 min.			
5	Wait, there is no current	10 h 03 min.			
6	Processing of two parts	26			
7	Talking to a friend	29			
8	Went for the missing parts	34			
9	Processing of four parts	11 o'clock 20 min.			
10	Finishes work early, goes to lunch (lunch from 12 to 1 p.m.)	11 o'clock 50 min			
11	Starts work late	1 p.m. 04 min.			
12	Followed the master	7.5			
13	Indicates machine defects to the master	12			
14	Waiting for a locksmith to repair	16			
15	Shows locksmith defects of the machine	20.0			
16	Awaiting machine repair	28.5			

17	Checks the machine in the presence of a locksmith	31			
18	Cleans the machine from shavings	7.0			
19	Smokes	56			
20	Processing of four parts	3 p.m. 43 minutes			
21	Changes the cutter	47			
22	Removes shavings	4 p.m. 09 min			
23	Lubricates the machine	27			
24	Submits the work to the controller	50.5			
25	Submits drawings	54.5			
26	Finishes work ahead of schedule	4 p.m. 58 min.			

Calculate

K_1 – coef. compression of working hours;

K_2 - coef. increase in labor productivity.

Develop and implement measures to increase labor productivity and reduce unnecessary working time. Draw conclusions.

Approved at the meeting of Management and Business Department,
Protocol № ___ of « ___ » _____ 20 ___ year.

Examiner

Doctor in Economics, Associate Prof. Nikita NAZAROV

Head of Department

Doctor in Economics, Professor Tatyana LEPEYKO

Assessment criteria

The final marks for the exam consist of the sum of the marks for completion of all tasks rounded to the nearest whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

Task 1 (test). (10 points)

For each correct answer - 1 point.

Task 2 (stereotype). (12 points)

11 - 12 points are given for the complete assimilation of the program material and the ability to navigate in it, the conscious application of knowledge to solve practical situations. When completing the tasks, the student must make correct conclusions about the proposed production situation and formulate his own recommendation for improving the problem. The design of the completed task should be neat.

8 - 10 points are awarded for complete assimilation of the software material and ability to navigate in it, conscious application of knowledge to solve the problem. The design of the completed task should be neat.

6-7 points are given for partial ability to apply theoretical knowledge to solve practical tasks,

if the task is partially completed; the student's answers demonstrated an understanding of the main material provisions of the educational discipline.

3 - 5 points are given for mastering a significant amount of material, however, if the student performs tasks without sufficient understanding of how to use the educational material and cannot correctly complete all tasks.

1-2 points are given for knowing and stating at least one formula for calculations.

0 points are given for failure to complete the task in general.

Task 3 (heuristic). (18 points)

17-18 points are awarded for deep knowledge of the program material, application of not only recommended but also additional literature and creative approach for answering, clear mastery of concepts, methods, techniques, tools of financial science, ability to use them to solve specific practical problems, solving production situations. When performing the heuristic task, the student must provide a production version of the proposed solution to the situation and draw appropriate conclusions. The formulation of questions should be clear, logical and consistent.

15 – 16 points are given for the complete assimilation of the software material and the ability to navigate in it, the conscious application of knowledge to solve a heuristic problem, if all the requirements are met, the presence of insignificant errors is foreseen (that is, the approach to solving the problem is correct, but inaccuracies in the calculations were made individual parameters), or not quite a complete design of the results obtained when solving the problem. The design of the completed task should be neat.

12-14 points are given for the ability to apply theoretical knowledge to solve a heuristic problem, if most of the tasks are completed, and the student's answer demonstrates understanding of the conceptual material of the discipline.

9 - 11 points are given for mastering a large volume of material, however, if the student performs a heuristic task without sufficient understanding of the application of educational materials and cannot correctly complete all tasks.

3 – 8 points are given for partial ability to apply theoretical knowledge to solve practical problems, for not mastering a large volume of material, if the student cannot perform the task correctly, faces many difficulties in analyzing economic LOenomena and processes.

1-2 points are awarded for knowing and specifying at least one formula for calculations.

0 points are given for failure to complete the task in general.

RECOMMENDED LITERATURE

Main

1. Економіка праці [Електронний ресурс] : навч. посіб. / Г. В. Назарова, Х. Ф. Агавердієва, Н. В. Аграмакова [та ін.] ; за заг. ред. Г. В. Назарової; Харківський національний економічний університет ім. С. Кузнеця. - Електрон. текстові дан. (33,1 МБ). - Харків : ХНЕУ ім. С. Кузнеця, 2019. - 330 с. : іл. - Загол. з титул. екрану. - Бібліогр.: с. 321-329. - Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/22471>.

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3. Bussin Mark, Femin Diez The Remuneration Handbook - 2nd International Edition: A practical and informative handbook for managing reward and recognition. - Johannesburg: KR Publishing, 2021. - 518 p.

Additional

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6. Blyznyuk T. Trade and service personnel remuneration in the company's incentive system / T. Blyznyuk, O. Maistrenko, I. Kinas et al. // Економічний часопис-XXI. – 2021. – № 7-8(1). – С. 127-137. – Access mode: <http://repository.hneu.edu.ua/handle/123456789/27327>

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Information resources

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