Education institution
«Belarusian State Pedagogical University named after Maxim Tank»

APPROVED
Vice-Rector for Academic Affairs
_____ A.V. Makovchik
_____ 2023
Registration No. УД-03-535-2023/уво

TIME MANAGEMENT IN PEDAGOGICAL ACTIVITY

Academic programme of the higher education institution
in the academic discipline for the specialty
7-06-0111-01 Scientific and Pedagogical Activity

2023

The academic programme is based on the educational standard of advanced higher education and the curriculum of the specialty 7-06-0111-01 Scientific and Pedagogical Activity (31.05.2023 No. 163; 22.06.2023 No. 116-2023/y)

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the Council of the Faculty of Social and Pedagogical Technologies of the education institution "Belarusian State Pedagogical University named after M. Tank" (Minutes No. 7 as of 11.07. 2023).

The format of the programme and accompanying materials corresponds to the current requirements of the Ministry of Education of the Republic of Belarus

Methodologist of the Master's Degree Department
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Explanatory Note

In the process of professional training of a teacher, the cornerstone task is to master modern management tools, technologies that can include time management. This is determined by the processes taking place in the market of educational services, where the most important competencies and skills are those related to effective time management – one's own, students' and of the staff in the field of education.

The academic discipline "Time Management in Pedagogical Activity" is designed to enrich future masters with procedural knowledge and competencies in the field of effective organization of time resources that are related to the pedagogical process. This academic discipline is part of the education institution component, it is included in Module 2.3. "Technologies of Educational Activity and Communication". It is an elective discipline.

The goal of the academic discipline "Time Management in Pedagogical Activity" is to create conditions for the development of a holistic system of theoretical knowledge and competencies in the field of time management, which ensures the effectiveness of educational processes.

The objectives of the academic discipline:

- to develop master's degree students' knowledge of the theoretical and technological foundations of time management in education;

– to develop master's degree students' skills and methods of activity in the field of time management based on scientific principles and management methods;

- to develop master's degree students' managerial competence that ensures the success of their professional activities in educational management.

The elective academic discipline "Time Management in Pedagogical Activity" accumulates the existing fund of effective knowledge of the master's students in the field of management, provides them with theoretical knowledge and forms competencies in the field of time management. The programme combines the theoretical foundations of pedagogical management, practical aspects related to managerial decision-making, and enables students to join the process related to the effective management of educational systems and time resources. The content of the programme takes into account the specifics of the specialty 7-06-0111-01 Scientific and Pedagogical Activity, which is expressed in the consideration of current regulatory documents in the field of education, as well as attracting modern psychological and pedagogical knowledge.

The content of the curriculum of the academic discipline "Time Management in Pedagogical Activity" is built in on the basic principles of pedagogical management and covers essential topics, namely: "Time management system in the field of education", "Time management content at various levels of the educational system", "Time management technologies that ensure the effectiveness of educational processes", "Psychological and pedagogical foundations of time management in the field of education".

The content of the academic discipline was selected using the following criteria: fundamental character, competence, relevance, cultural and praxeological generalization.

Studying this discipline it is important for master's degree students to understand the context of time management at various levels of the educational system: educational standards, curricula, training programmes, training sessions, personnel management, functional responsibilities of personnel, etc.

The discipline "Time Management in Pedagogical Activity" enables students to implement such forms of organizing classes as lectures, seminars and business games.

The main pedagogical means of teaching that meet the goals of studying the discipline are: problem-based learning implemented in lectures; educational and research activities (conducting micro-research, reflexive learning, business game "Effective time", computer training, computer-based diagnostics); in seminars and independent work.

When studying the discipline "Time Management in Pedagogical Activity", the following forms of independent work are used:

- independent work in the form of doing individual tasks while preparing for practical classes under the guidance of a teacher;
- making a summary (or reference scheme) on the topic of the lecture and a vocabulary of terms on the topic of the practical lesson;
- doing differentiated and personalized exercises and tasks aimed at studying time management, taking into account the level of educational capabilities of the master's student and the subject of his / her master's research;
- development of a project on time management in the field of education.

The following diagnostic tools are used to assess the achievements of master's degree students:

- presentation of research papers by master's degree students in practical classes;
- defense of a project on time management in the field of education;
- taking an exam in an academic discipline.

Requirements for the Master's degree level

Master's students who have completed the study of the discipline should ***know:***

- time management thesaurus;
- time management content and technologies;
- the essence and technology of time management in the documents that normalize time resources.
- criteria of effective performance of a modern manager.

Master's students who have completed the study of the discipline should ***be able to:***

- navigate current trends in the development of time management in the field of education;
- have skills in solving issues of diagnostics, planning, organization, motivation and control of the educational process in an education institution in the aspect of time;
- solve practical problems of time management in the field of education;
- monitor the quality and results of the staff of educational activities in terms of effective use of time.

Master's students who have completed the study of the discipline must be ***proficient:***

- in using methods of developing and implementing time management projects in the field of education;
- on a professional level in the functions of diagnostics, planning, organization, motivation and control of the educational process in the aspect of time management in an education institution;
- in skills in developing projects related to the management of temporal resources in the educational process;

- in ways how to fulfill typical professional time management tasks in the interests of an education institution;

- in ways how to solve practical problems of time management in the field of education and put these solutions into practice.

Requirements for the formed competence. The master's student must:

SC-6 Carry out reflection on the results of one's own professional and pedagogical activities, develop programmes for personal and professional self-development.

The programme of the elective discipline "Time Management in Pedagogical Activity" is designed for 96 hours for the full-time form of higher education (of which 36 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 16 hours; practical classes - 20 hours. 60 hours are allocated for self-study. Current control is carried out in accordance with the curriculum of the specialty in the1st semester in the form of **credit**.

The programme of the elective discipline "Time Management in Pedagogical Activity" is designed for 96 hours for the full-time form of higher education (of which 8 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 4 hours; practical classes - 4 hours. 88 hours are allocated for self-study. Current control is carried out in accordance with the curriculum of the specialty in the 3rd semester in the form of **credit**. The study load of the discipline is 3 credit units.

CONTENT OF THE EDUCATIONAL MATERIAL

Topic 1. Time management system in the field of education

The essence and functions of time management. Principles of time management. The concept of "time management".

Prerequisites for the emergence of time management, the main stages of its origin and development. Ancient philosophers on time and its rational use.

Evolution of the theory of efficient time management. The main trends of time management. Taylorism. The period of "classic" time management. Soviet time management. Modern time management (late XX-early XXI centuries). The concept of Art. Covey on achieving personal maturity.

Time management functions in the field of education. Time management system in the context of an education institution. Temporal competence of a manager in the field of education.

Types of time management. Time management levels: individual, special, and general.

Time management as a component of self-management.

Topic 2. Time management content at various levels of the education system

Nature and types of time, their characteristics. Individual time fund and its structure. Characteristics of the main concepts of time.

Time as the most important resource of the organization. The concept of life cycle and its features for education institutions (educational services, pedagogical innovations, etc.).

Time as the most important resource of the individual. The impact of time management on career development. The concept of time perspective. The concept of interference and the possibility of overcoming it. Developing time management skills. Time management and its features in the manager's work. Forms and rules of monitoring personal time.

Tasks of time management personnel. The concept of time inventory. Goal setting rules. Planning and control as important components of time management. Building a communication system in the organization. Peculiarities of working with information. Rules of effective delegation.

Content of the technological map of time management in an education institution. Rational use of time resources in the educational process.

Standard and training plans as documents of time management of the educational process. Planning the training load. Staff workload planning. Scheduling the educational process. Planning the time of the training session. Planning educational work in an education institution.

Forms and means of optimizing the activity of an education manager. Computerization of time management.

Topic 3. Time management technologies that ensure the effectiveness of the educational process

Methods and technologies of time management as an element of the management system of an education institution. Assessment of the process of spending and wasting time in foreign and domestic organizations.

The activity of an education manager in organizing time management. Efficiency as a criterion for organizing the educational process. Time management according to goals. Time management based on results. Process approach to activities.

Interviews, resumes, portfolios, observations and product analysis as diagnostic tools for time management in the field of education.

Goal setting as determining the key direction of development, planning and developing a plan to achieve the goals set. Basic principles and criteria for setting goals (KINDR, SMART).

Types of planning in time management. Planning of the educational process in various types of education institutions. "Golden" proportions of time planning (Pareto principle, L. Seivert, ABC method). Tools and methods of planning and allocating time. Principles of effective use of working time, methods of its accounting and measurement.

Control and monitoring of time efficiency. Expertise of the educational process according to time management criteria.

Rules of developing time management technology maps in education institutions.

Digital technologies for efficient management of temporal resources.

Topic 4. Psychological and pedagogical foundations of time management in the field of education

Training teaching staff in using time management techniques and technologies. Educational activities with students in the aspect of time management.

Motivation in time management as a condition of achieving a goal. Compliance of internal motivation with the set goals. Self-motivation. Converting "goals" to the "path" for achieving intermediate goals. Optimization of the personal activity of the education manager.

Chronophages: the concept and their types. Time use assessment, identification of basic and secondary cases. Methods of detecting chronophages. Optimization of standard business processes and time costs. Precepts of time allocation by the manager. The TRAF rule. Technical force majeure. Assertiveness in time management. Analysis and work with time "absorbers". Increasing personal efficiency in working with information.

Analysis of the manager's working time planning and ways to optimize it. Reasons for the lack of time and its inventory. Classic business activity techniques: basics and principles of delegation. Delegation rules. The concept of success and failure. A system of success criteria. Rules of the success formula.

Business game "Effective time". Kaizen time management techniques. Order as one of the main provisions of the Kaizen method. A chain of procedures that make up a process. Process stabilization. Elimination of time loss by the Kaizen system. Improvement of business processes. Planning working hours according to the SDCA and PDCA principles.

The concept of stress and its dynamics. Efficient distribution of responsibilities among employees. Methods of rational use of time as a way to prevent stress. Increase in frustration stress tolerance, methods of planning personal working time.

Defense of the final project in the field of time management in the sphere of education.

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE

(full-time education)

Section or topic number	Title of the section or topic	Number of hours						Form of knowledge control
		Lectures	Practical classes	Seminars	Laboratory classes	Other activities	Self-study	
	TIME MANAGEMENT	**16**	**20**				**60**	
1.	**Time management system in the field of education**	**4**	**4**					
1.1.	1. The essence and functions of time management. 2. Prerequisites for the emergence, main stages of the origin and development of time management. 3. Evolution of the theory of efficient time management. 4. The main trends of time management.	2						Compilation of a vocabulary of scientific terms based on the results of the lecture
1.2.	1. Functions and principles of time management in the field of education. 2. Time management system in the context of an education institution. 3. Temporal competence of the manager in	2						Creating an infographic on the topic:"Time management levels»

	the field of education. 4. Time management levels: individual, special, and general.							
1.3.	1. The essence, functions and principles of time management in the field of education. 2. Ancient philosophers on time and its rational use. 3. Taylorism. The period of "classic" time management. 4. Soviet time management. 5. Modern time management (late XX-early XXI centuries).		2					Relay race of reports and presentations on the issue of practical training.
1.4.	1. Types of time management. 2. Time management levels: individual, special, general 3 . Time management as a component of self-management. 4. The concept of Art. Covey on achieving personal maturity.		2					Essay on "Temporal competence of a manager in the field of education"
2.	**Time management content at various levels of the education system**	**4**	**6**					
2.1	1. Types of time and their characteristics.	2						Compilation of lecture notes and

	2. Time as the most important resource of the organization. 3. Time as the most important resource of the individual. 4. Tasks of time management personnel.							the vocabulary of terms.
2.2.	1. The concept of life cycle and its features for education institutions. 2. Time management and its features in the work of an education manager. Communication system in an organization (education institution). 3. Standard and training plans as documents of time management of the educational process. 4. Content of the technological map of time management in an education institution.	2						Develop the scheme "Communication system in the organization (education institution)".
2.3.	1. Time as the most important resource of the individual. 2. The impact of time management on career development. 3. Concepts "time perspective", "hindrance of time" and the ways to overcome them.		2					Doing differentiated exercises and tasks aimed at learning the forms and rules of personal time control.

	4. Developing time management skills. 5. Forms and rules of monitoring personal time.							
2.4.	1. Time management of the educational process taking into account documents (standard curricula, curricula, academic programmes, etc.). 2. Planning the training load. 3. Staff workload planning.		2					Develop a "Technology Map time management in education institution"(at the master's student's choice)
2.5.	1. Scheduling the educational process. 2. Planning the time of the training session. 3. Planning educational work in an education institution. 4. Forms and means of optimizing an education manager's activity. Computerization of time management.		2					Develop a document that ensures the rational use of time resources in the educational process (optional)
3.	**Time management technologies that provide effectiveness of the educational process**	**4**	**6**					
3.1	1. Methods and technologies of time management as an element of the management system of an education institution.	2						Develop a scheme "Methods and time management

	2. Assessment of the process of spending and wasting time in foreign and domestic organizations. 3. The activity of an education manager in organizing time management.							technologies"
3.2	1. Efficiency as a criterion for organizing the educational process. 2. Time management according to goals. 3. Time management based on results. 4. Process approach to activities. 5. Digital technologies for effective management of temporal resources.		2					Report-presentation on the issue of practical training.
3.3.	1. Diagnostic tools of time management in the field of education. 2. Goal setting in the activity of an education manager. 3. Types of planning in time management. 4. Control and the monitoring of time efficiency.	2						Reference summary of the lecture questions
3.4.	1. Rules of developing time management technology maps in education institutions.		2					Prepare and test one of the time management

	2. Interviews, resumes, portfolios, observation and product analysis as diagnostic tools for time management. 3. Basic principles and criteria of setting goals (KINDR, SMART). 4. Expertise of the educational process according to time management criteria.							tools (portfolio, questionnaire, resume). A task aimed at evaluating the educational process based on time management criteria.
3.5.	1. Types of planning in time management. 2. Principles of effective use of working time, methods of its accounting and measurement. "Golden" proportions of time planning (Pareto principle, L. Seivert, ABC method). 3. Tools and methods of planning and allocating time. 4. Planning of the educational process in various types of education institutions.		2					A project aimed at planning the educational process in various types of education institutions.
4.	**Psychological and pedagogical foundations of time management in the field of education**	**4**	**4**					
4.1.	1. Staff training in time management techniques and technologies. 2. Educational activities with students in the context of time management.	2						Prepare a table, "Features of applying various techniques and technologies of time

	3. Motivation in time management as a condition for achieving the goal. 4. Methods of rational use of time as a way to prevent stress.							management in the conditions of higher education".
4.2.	1. Chronophages: the concept and their types. 2. Optimization of standard processes of pedagogical activity and time spent. 3. Assertiveness in time management. 4. Classical techniques of business activity: fundamentals and principles of delegation.	2						Development of the scheme "Types of chronophages in the educational process" and its analysis.
4.3.	Business game "Effective time". 1. Analysis and work with time "absorbers". 2. Kaizen time management techniques. 3. Elimination of time loss by the Kaizen system. 4. Planning working hours according to SDCA and PDCA principles. 5. Boosting personal efficiency in working with information.		2					Report on business game tasks.
4.4.	1. Defense of the final project in the field of		2					Defense of the

	time management in the sphere of education. 2. Creating implementation requirements and evaluation criteria. 2. Project relay race (project defense). 3. Evaluation and reflection of completed projects.							final project in the field of time management in the sphere of education.
	Total	16	20				60	Exam

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE

(part-time education)

Section or topic number	Title of the section or topic	Number of hours						Form of knowledge control
		Lectures	Practical classes	Seminars	Laboratory classes	Other activities	Self-study	
	TIME MANAGEMENT	**4**	**4**				**88**	
1.	**Time management system in the field of education**	**2**					**24**	
1.1.	1. The essence and functions of time management. 2. Prerequisites for the emergence, main stages of the origin and development of time management. 3. Evolution of the theory of efficient time management. 4. The main trends of time management.						6	Compilation of a vocabulary of scientific terms based on the results of the lecture
1.2.	1. Functions and principles of time management in the field of education. 2. Time management system in the context of an education institution. 3. Temporal competence of the manager in	2					6	Creating an infographic on the topic:"Time management levels»

	the field of education. 4. Time management levels: individual, special, and general.							
1.3.	1. The essence, functions and principles of time management in the field of education. 2. Ancient philosophers on time and its rational use. 3. Taylorism. The period of "classic" time management. 4. Soviet time management. 5. Modern time management (late XX-early XXI centuries).						6	Relay race of reports and presentations on the issue of practical training.
1.4.	1. Types of time management. 2. Time management levels: individual, special, general 3 . Time management as a component of self-management. 4. The concept of Art. Covey on achieving personal maturity.						6	Essay on "Temporal competence of a manager in the field of education"
2.	**Time management content at various levels of the education system**	**2**					**20**	
2.1	1. Types of time and their characteristics.						4	Compilation of lecture notes and

	2. Time as the most important resource of the organization. 3. Time as the most important resource of the individual. 4. Tasks of time management personnel.							the vocabulary of terms.
2.2.	1. The concept of life cycle and its features for education institutions. 2. Time management and its features in the work of an education manager. Communication system in an organization (education institution). 3. Standard and training plans as documents of time management of the educational process. 4. Content of the technological map of time management in an education institution.						4	Develop the scheme "Communication system in the organization (education institution)".
2.3.	1. Time as the most important resource of the individual. 2. The impact of time management on career development. 3. Concepts "time perspective", "hindrance of time" and the ways to overcome them.						4	Doing differentiated exercises and tasks aimed at learning the forms and rules of personal time control.

	4. Developing time management skills. 5. Forms and rules of monitoring personal time.							
2.4.	1. Time management of the educational process taking into account documents (standard curricula, curricula, academic programmes, etc.). 2. Planning the training load. 3. Staff workload planning.	2					4	Develop a "Technology Map time management in education institution"(at the master's student's choice)
2.5.	1. Scheduling the educational process. 2. Planning the time of the training session. 3. Planning educational work in an education institution. 4. Forms and means of optimizing an education manager's activity. Computerization of time management.						4	Develop a document that ensures the rational use of time resources in the educational process (optional)
3.	**Time management technologies that provide effectiveness of the educational process**		**2**				**20**	
3.1	1. Methods and technologies of time management as an element of the management system of an education institution.						4	Develop a scheme "Methods and time management

	2. Assessment of the process of spending and wasting time in foreign and domestic organizations. 3. The activity of an education manager in organizing time management.							technologies"
3.2	1. Efficiency as a criterion for organizing the educational process. 2. Time management according to goals. 3. Time management based on results. 4. Process approach to activities. 5. Digital technologies for effective management of temporal resources.						4	Report-presentation on the issue of practical training.
3.3.	1. Diagnostic tools of time management in the field of education. 2. Goal setting in the activity of an education manager. 3. Types of planning in time management. 4. Control and the monitoring of time efficiency.						4	Reference summary of the lecture questions
3.4.	1. Rules of developing time management technology maps in education institutions.		2				4	Prepare and test one of the time management

	2. Interviews, resumes, portfolios, observation and product analysis as diagnostic tools for time management. 3. Basic principles and criteria of setting goals (KINDR, SMART). 4. Expertise of the educational process according to time management criteria.							tools (portfolio, questionnaire, resume). A task aimed at evaluating the educational process based on time management criteria.
3.5.	1. Types of planning in time management. 2. Principles of effective use of working time, methods of its accounting and measurement. "Golden" proportions of time planning (Pareto principle, L. Seivert, ABC method). 3. Tools and methods of planning and allocating time. 4. Planning of the educational process in various types of education institutions.						4	A project aimed at planning the educational process in various types of education institutions.
4.	**Psychological and pedagogical foundations of time management in the field of education**		**2**				**24**	
4.1.	1. Staff training in time management techniques and technologies. 2. Educational activities with students in the context of time management.						6	Prepare a table, "Features of applying various techniques and technologies of time

	3. Motivation in time management as a condition for achieving the goal. 4. Methods of rational use of time as a way to prevent stress.							management in the conditions of higher education".
4.2.	1. Chronophages: the concept and their types. 2. Optimization of standard processes of pedagogical activity and time spent. 3. Assertiveness in time management. 4. Classical techniques of business activity: fundamentals and principles of delegation.						6	Development of the scheme "Types of chronophages in the educational process" and its analysis.
4.3.	Business game "Effective time". 1. Analysis and work with time “absorbers”. 2. Kaizen time management techniques. 3. Elimination of time loss by the Kaizen system. 4. Planning working hours according to SDCA and PDCA principles. 5. Boosting personal efficiency in working with information.		2				6	Report on business game tasks.
4.4.	1. Defense of the final project in the field of						6	Defense of the

	time management in the sphere of education. 2. Creating implementation requirements and evaluation criteria. 2. Project relay race (project defense). 3. Evaluation and reflection of completed projects.							final project in the field of time management in the sphere of education.
	Total	**4**	**4**				**88**	**Exam**

INFORMATION AND METHODOLOGICAL SECTION

List of basic literature:

1. Артеменок, Е. Н. Стратегический и инновационный менеджмент в образовании [Электронный ресурс] : электрон. учеб.-метод. комплекс / Е. Н. Артеменок // СДО Moodle / Белорус. гос. пед. ун-т. – Режим доступа: https://bspu.by/moodle/course/view.php?id=2271. – Дата доступа: 15.05.2023.

List of additional literature:

2. Брасс, А. А. Кадровый менеджмент : учеб.-метод. пособие / А. А. Брасс. – Минск : Респ. ин-т высш. шк., 2008. – 248 с.
3. Брасс, А. А. Менеджмент: основные понятия, виды, функции : пособие для подгот. к экзаменам / А. А. Брасс. – Минск : Соврем. шк., 2016. – 352 с.
4. Вайнштейн, Л. А. Психология управления : учеб.-метод. пособие / Л. А. Вайнштейн, И. В. Гулис. – Минск : Белорус. гос. ун-т, 2019. – 327 с.
5. Ермолич, С. Я. Менеджмент в социально-педагогической сфере : учеб.-метод. пособие / С. Я. Ермолич. – Минск : Респ. ин-т высш. шк., 2015. – 196 с.
6. Корзникова, Г. Г. Менеджмент в образовании : учебник / Г. Г. Корзникова. – 2-е изд., перераб. и доп. – М. : Инфра-М, 2017. – 327 с.
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8. Менеджмент системы образования : курс лекций / М. М. Ермолович. – Минск : Белорус. гос. ун-т, 2012. – 100 с.
9. Образование в интересах устойчивого развития в Беларуси: теория и практика / под науч. ред. А. И. Жука, Н. Н. Кошель, С. Б. Савеловой. – 2-е изд. – Минск : Белорус. гос. пед. ун-т, 2017. – 640 с.
10. Симонов, В. П. Педагогический менеджмент. 50 ноу-хау в управлении педагогическими системами : учеб. пособие / В. П. Симонов. – М. : Рос. гос. б-ка, 2004. – 368 с.
11. Шарипов, Ф. В. Педагогический менеджмент : учеб. пособие / Ф. В. Шарипов. – М. : Унив. кн., 2014. – 480 с.

Test questions

1. The essence, functions and principles of time management in pedagogical activity.
2. Time as the most important resource of an organization and an individual. Prerequisites for the emergence, main stages of the origin and development of time management.
3. Evolution of the theory of efficient time management. Taylorism. The period of "classic" time management. Soviet time management. Modern time management (late XX-early XXI centuries).
4. Time management as a component of self-management. The concept of Art. Covey on achieving personal maturity.
5. The impact of time management on career development. Tasks of time management personnel.
6. Time management system in the context of an education institution. Types and levels of time management in the field of education: individual, special, general.
7. The concept of life cycle and its features for education institutions.
8. Time management and its features in the work of an education manager. Communication system in an organization (education institution).
9. Standard and training plans as documents of time management of the educational process.
10. Content of the technological map of time management in an education institution.
11. Methods of time management as an element of the management system of an education institution.
12. Time management technologies that ensure the effectiveness of the educational process.
13. Forms and rules of monitoring personal time. Developing time management skills.
14. Planning the training load. Staff workload planning. Scheduling the educational process. Planning the time of the training session. Planning educational work in an education institution.
15. Forms and means of optimizing the activity of an education manager. Computerization of time management. Digital technologies for efficient management of temporal resources.
16. Efficiency as a criterion of organizing the educational process. Process approach to activities.
17. Time management according to goals. Time management based on results.
18. Diagnostic tools of time management in the field of education.
19. Goal setting in the activity of an education manager.
20. Planning the educational process in various types of education institutions. Tools and methods of planning and allocating time.
21. Basic principles and criteria for setting goals (KINDR, SMART).
22. Principles of effective use of working time, methods of its accounting and measurement. "Golden" proportions of time planning (Pareto principle, L. Seivert, ABC method).
23. Control and the monitoring of time efficiency. Expertise of the educational process according to time management criteria.
24. Psychological and pedagogical foundations of time management in the field of education.
25. Educational activities with students in the context of time management.

26. Motivation in time management as a condition of achieving a goal.
27. Methods of rational use of time as a way to prevent stress.
28. Chronophages: the concept and their types. Optimization of standard processes of pedagogical activity and time spent.
29. Assertiveness in time management. Classic business activity techniques: basics and principles of delegation.
30. Time management techniques based on the Kaizen system.

Methodological recommendations for organizing and performing independent work of master's degree students

When studying the discipline, the following forms of independent work are used:

- independent work in the form of fulfilling individual tasks while preparing for practical classes under the guidance of a teacher;
- making a summary (or reference scheme) on the topic of the lecture and a vocabulary of terms on the topic of the practical lesson;
- fulfilling differentiated and personalized exercises and tasks aimed at studying time management, taking into account the level of educational capabilities of the master's student and the subject of his / her master's research;
- development of a project on time management in the field of education.

Diagnostic tools

The following diagnostic tools are used to assess the achievements ofmaster's degree students:

- presentation of research papers in practical classes;
- presentation of a report in practical classes accompanied by a multimedia presentation;
- defense of a project in the field of time management in the sphere of education;
- doing the test in the academic discipline.

Criteria for evaluating the results of educational activities

Criteria for evaluating the results of educational activities

1. The degree of formation of knowledge on time management in teaching activities.

Pass:

- knowledge of the time management thesaurus;
- knowledge of the theory and technology of decision-making;
- knowledge of the essence and technologies of time management in the educational process;
- knowledge of the criteria for effective performance of a modern manager;
- knowledge of the psychological and pedagogical foundations of time management in the field of education.

Not pass:

- insufficient knowledge of the basic concepts of time management;
- ignorance of the essence and technology of HR planning and marketing of personnel;
- ignorance of the theory and technology of decision-making;
- ignorance of the essence and technologies of time management in the educational process;
- ignorance of the criteria for effective performance of a modern manager;
- ignorance of the psychological and pedagogical foundations of time management in the field of education.

2. The ability to perform the functions of time management and the ability to solve professional, practical problems related to effective time management in the field of education.

Pass:

- knows methods of developing and implementing time management projects in the field of education;

- proficient in the functions of diagnostics, goal setting, planning, organizing, motivating and controlling processes in an education institution.

Not pass:

- does not know how to develop and implement time management projects in the field of education;

- does not have a professional level of diagnostic functions, goal setting, planning, organization, motivation and control of processes in an education institution.

- does not know how to solve practical problems of time management in the field of education.

3. Skills related to mastering typical professional tasks in the field of time management:

Pass:

- has skills in developing and implementing time management projects in the field of education;

- knows how to solve typical professional time management tasks in the interests of an education institution;

- knows how to solve practical problems of time management in the field of education and implement these solutions in real life;

- has the functions of managing temporal resources in accordance with the position.

Not pass:

- lack of skills in developing and implementing time management projects in the field of education;

- does not know how to solve typical professional time management tasks in the interests of an education institution;

- does not know how to solve practical problems of time management in the field of education and implement these solutions.

- does not have the functions of managing temporal resources in accordance with the position.

Integrated 10-point scale for assessing the academic achievements of students in the academic discipline "Time Management"

Levels	Scores	Evaluation indicators
	0	No response or refusal to respond
1. Low (receptive)	1	Recognition of the object of study, recognition of certain well-known terms and facts; manifestation of the desire to overcome learning difficulties; manifestation of situational interest in the teaching and subject. UNSATISFACTORY
	2	Recognition of the object of study, distinguishing definitions, structural elements of knowledge; manifestation of volitional efforts and motivation of learning. UNSATISFACTORY
2. Satisfactory (receptive-reproductive)	3	Incomplete reproduction of the programme educational material at the memory level; the presence of significant errors that can be eliminated with the help of the teacher; difficulties in applying special, general educational and intellectual skills; the desire to overcome difficulties; situational manifestation of responsibility, self-criticism. SATISFACTORY
	4	Mastering educational material at the reproductive level and its incomplete reproduction; the presence of correctable errors with additional questions; difficulty in applying certain special, general educational and intellectual skills or individual skills; the manifestation of strong-willed efforts, interest in learning, adequate self-esteem, independence, meaningfulness of actions, etc. is VERY SATISFACTORY
3. Medium (reproductively productive)	5	Conscious reproduction of programme training material, including those of varying degrees of complexity, with minor errors; difficulty in applying certain special, general educational and intellectual skills; interest in learning and achieving results. ALMOST GOOD
	6	Full reproduction of the programme training material with minor errors; application of knowledge in a familiar situation according to the model; application of special, general educational and intellectual skills with little help from the teacher; perseverance and the desire to overcome difficulties; situational manifestation of the desire for creativity. WELL
4. Sufficient (productive)	7	Mastering programme training material, including various degrees of complexity, operating with it in a familiar situation; the occurrence of single insignificant errors in activities; independent application of special general educational and intellectual skills; manifestation of the desire for creative transfer of knowledge, organization, self-criticism, reflection, etc. VERY GOOD

	8	Knowledge of the programme educational material and operating it in familiar and unfamiliar situations; the occurrence of individual insignificant errors in activities that are independently corrected by the student; the presence of a certain experience of creative activity; the manifestation of conscientiousness, responsibility, self-esteem, reflection, etc. ALMOST PERFECT
5. High (productive, creative)	9	Free use of programme training materials of various degrees of complexity in an unfamiliar situation; performing creative tasks; high level of independence and erudition. EXCELLENT
	10	Free use of programme training materials of various degrees of complexity using information from other training courses and disciplines; the ability to consciously and quickly transform the acquired knowledge to solve problems in non-standard situations; manifestation of purposefulness, responsibility, cognitive activity, creative attitude to learning. PROFICIENT

Approximate thematic plan (full-time education)

No.	Name of topics	Number of hours	
		Lectures	Practical classes
1.	Time management system in the field of education	4	4
2.	Time management content at various levels of the education system	4	6
3.	Time management technologies that ensure the effectiveness of the educational process	4	6
4.	Psychological and pedagogical foundations of time management in the field of education	4	4
Total		16	20
		36	

Approximate thematic plan (part-time education)

No.	Name of topics	Number of hours		
		Lectures	Practical classes	Self-study
1.	Time management system in the field of education	2		24
2.	Time management content at various levels of the education system	2		20
3.	Time management technologies that ensure the effectiveness of educational processes		2	20
4.	Psychological and pedagogical foundations of time management in the field of education		2	24
Total		4	4	88

INTERDISCIPLINARY COMPLIANCE OF THE ACADEMIC PROGRAMME IN THE ACADEMIC DISCIPLINE

The educational discipline to be complied with	Department	Proposals for changes in the content of the academic programme of the higher education institution in the educational discipline	The decision made by the Department that has developed the academic programme (with the date and the minutes number)
HR Management in Education	Department of Pedagogy	To eliminate duplication in the study of the concepts – "time management personnel", "human resource management"	Minutes No. as of April 21, 2023