Czech University of Life Sciences Prague

Faculty of Economics and Management

Agricultural Economics and Management

Department of Management

Bachelor Thesis

Time management – a way to improve efficiency of working time in an organization

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Department of Management
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BACHELOR THESIS ASSIGNMENT

Gabikh Ekaterina

Agricultural Economics and Management

Thesis title
Time management - way to improve efficiency of working time in an organization

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Objectives of thesis
The aim of the given bachelor thesis is to offer a new time-management technique and to propose how the implementation of this technique can be done intelligently - theoretically and methodically.

Methodology
1. Comparison of different time-management techniques introduced by different authors or research teams

2. Interviews
  Interviews will be obtained from the people who manage an organization. This helps to understand the real situation in the organizations.

3. Data coding
  This technique consists in the transformation of interviews into clearer content. Discoveries of differences and similarities in the data will make interviews more understandable.

Schedule for processing
Interviews to be conducted before end November 2011

Literature review to be 80% complete by December 2011

Draft to be competed by 1st week in March 2012

The proposed extent of the thesis
30-40 pages

Keywords
time management, planning, corporate time management; tool;

Recommended information sources
Covey S.; The 7 Habits of Highly Effective People; Free Press 2004; 372 Pages; ISBN-13: 978-0684858395
Allen David; Getting Things Done: The Art of Stress-Free Productivity; Penguin 2003; 267 pages
Lakein Alan; How to Get Control of Your Time and Your Life; New American Library 1973; number of pages is not mentioned
Buzan Tony, Buzan Barry; The Mind Map Book; Plume 1996; 320 pages

The Diploma Thesis Supervisor
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Last date for the submission
březen 2012

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Prague March 5. 2012

Declaration

I declare that I have worked on my bachelor thesis titled "Time management – a way to improve efficiency of working time in an organization" by myself and I have used only the sources mentioned at the end of the thesis.

In Prague on 29th March   ………………………….

Ekaterina Gabikh

Acknowledgement

I would like to thank Ph.D. Richard Selby for his support during my work on this Thesis.

Time management – a way to improve efficiency of working time in an organization

Summary

The given bachelor thesis focuses on organizational time management. It explains the importance of time management in an organization and describes the elements involved in the time management process. It contains information about the place of time management in the system of development of the modern organization. It further deals with the identification of factors that cause problems with time management in the workplace and proposes an assessment that can help managers to find weak areas in the usage of working time. This thesis aims to study the existing time management techniques introduced by different authors and make generalizations. The author's input contains interviews that were conducted in order to find out the real situation in the organizations surveyed. It also includes the development of a new time management system and some suggestions of how it could be implemented in an organization.

Key words

Time management, time management system, time management technique, time, planning, priorities, organizational time management, working time.

Time management – způsob, jak zvýšit efektivitu pracovní doby v rámci organizace

Souhrn

Tato bakalářská práce se zaměřuje na organizační time management. Vysvětluje význam time managementu v rámci organizace a popisuje prvky procesu "řízení času". Obsahuje informace o místě time managementu v systému rozvoje moderní organizace. Dále se zabývá určitými faktory, které způsobují problémy s time menagementem na pracovišti a navrhuje změny, které mohou pomoci manažerům v lepším využití pracovní doby. Práce si klade za cíl studovat existující techniky time managementu zavedených od různých autorů a generalizace. Vlastní výzkum obsahuje rozhovory, které byly provedeny s cílem poznat skutečnou situaci v organizacích. Práce obsahuje také vývoj nového systému time managementu a některé návrhy, jak může být implementován do organizace.

Klíčová slova

Time management, systém time managementu, technika time managementu, plánování, priority, organizační time-management, pracovní doby.

Content:

List of Figures and Tables:

1. Introduction

We often hear such statements: "It is a pity that there are only twenty four hours in a day", or "I only work, don't have time for my family or to go on a vacation", or "I have so many things to do, so I do not know where to start". Indeed, much stress is very often related to failure of planning of the day, especially, of the working day. A rational approach to the allocation of time is the key time management concept.

Nowadays office workers are well aware what is meant by "deadline". Sometimes the situation of a lack of time can result in something good, but often is a source of problems, depression, resentment of chiefs and colleagues, unpaid bonuses and bad reputation. This does not always depend on a person, but more often it depends on the environment in an organization.

In each organization it is possible to avoid these problems. To solve the issues associated with the management of working time, there are many techniques that have the common title of "time management".

Surely everyone can remember a lot of cases, when one day he/she was supposed to solve many problems, to visit many places, he/she could not decide in what order to do it and the realization was almost impossible. Time management helps in such situations to decide in which order to take actions and to finish everything on time.

The main problem is that a lot is written on time management, but it is hardly used in practice, managers do not always correctly organize the working process. So, the aim of this bachelor thesis is to propose how this can be done intelligently - theoretically and methodically. After studying the literature and the situation in real organizations, we will be able to identify key time management concepts.

The relevance of this work is the need for effective time management in today's dynamic economy. The results of the given bachelor thesis can be fully or partially implemented in practice.

2. Aim and objectives of the bachelor thesis

The aim of the given bachelor thesis is to offer a new time management technique and to propose how the implementation of this technique could be done intelligently - theoretically and methodically.

In order to achieve this aim, the following objectives must be reached:

- To make a careful study of the existing time management techniques and compare them
- To collect information from organizations in order to show their application in real situations
- To prove that time management is the way to improve the efficient use of working time
- To identify the problems of time management
- To develop a new time management system (= time management technique)

3. Methodology

1. Comparison of different time management techniques introduced by different authors or research teams

Comparison is the ideal tool for contrasting the existing time management techniques, because it helps to work out the significance of a number of ideas in different books in relation to each other.

2. Interviews

The interviews have been done with the people who manage organizations. This is the main methodological tool used in the bachelor thesis. It helps to explain the real situation in the organizations and provides an understanding of the application of theory.

3. Data coding

This technique consists of the transformation of data obtained through interviews into clearer content. Discoveries of differences and similarities in the data will make interviews more understandable.

Methodological limitations:

- Recruiting participants was difficult
- Opportunities only in Russia and the Czech Republic
- Unanswered e-mails

4. Literature review

4.1. The notion of "time management"

Time is the most important resource we have. The primary problem of time allocation is the people's attitudes to time itself. Someone is trying to kill it, someone - to stretch, others just ignore it. Imagine that time is capital, and people are companies. Everyone must try to build management and let the company (yourself) grow. After all, what we achieve in life depends on how well we manage time.

Time management is a relatively new and dynamically developing branch of management. Business development has led to an increased workload in the area of management. People have begun to suffer from a chronic shortage of both work and leisure time. Time management is a process aimed at responsible use of time (business, personal, etc.) that allows one to set meaningful goals and achieve them in a minimum period of time. Time management system includes a number of elements that are used together and cause a significant reduction in time required for the implementation of the various production processes.

The founder of the website www.successconsciousness.com Remez Sasson shares his opinion why time management is important. There are some reasons of its importance according to RemezSasson [8]:

1. Time is a special resource that you cannot store or save for later use. Everyone has the exact same amount of time each day. Time not well used cannot be retrieved.

2. You need time to get what you want out of life. If you wait for extra time to appear, you might lose the game of life. Through right time management, you can "create" the time you need, and not just wait for it to come. By planning your time wisely, you will have more time to do more things.

3. Time management helps you make conscious choices, so you can spend more of your time doing things that are important and valuable to you.

4. You can learn to find the time for the things that are important to you. Even a small amount of time once a day, or even once a week, will take you closer to your goals, and you will be surprised at the progress you make.

5. You become more productive using improved time management skills and tools, and can accomplish more with less effort and time. Time management can help you reduce wasted time and energy, help you become more creative and productive, and enable you to do the right thing at the right time. This will of course lead to more balance and fulfillment in your life.

4.2. Elements of time management process

The process of time management includes the following elements:
- managing emotions
- prioritizing
- time planning (setting and fixing targets)
- achievement of objectives
- analysis

1. Managing emotions

The ability to manage emotions is a condition for the successful implementation of time management. It is not a secret that the majority of people engaged in creative activities (poets, painters, musicians, etc.), are not punctual: they are often late, they can forget their appointments etc. This is because they live "in their own world". In other words, these people do not know how to manage their emotions. It is very difficult to have a business relationship with such people.

In today's business world it is not just important, it is vital to be able to manage your emotions. In other words, to deal with time management you must reach a certain level of self-organization and self-discipline.

2. Prioritizing

The main challenge in time management is not to organize all the information and to enumerate all possible tasks, but to find the most rational way how to complete these tasks according to their priorities. Arrangement by priorities is a process that allows us to sort all the goals and targets in descending order of their importance (first place being the most urgent issue, the second-next in importance, and so on).

First of all, it is recommended to create a list of upcoming tasks and select from them priorities that are not in doubt. This is usually the problem on which other tasks depend and without their solution it is impossible to continue working.

2. Time planning (according to the established targets)

The main method to use working time effectively is time planning. It means the structuring of time for business use in order to achieve goals. Planning can be long-term, medium-and short-term. The main advantage gained through work planning is that planning benefits over time. The increased time for planning leads to save time during the implementation of the tasks.

Planning is always carried out on the basis of the goals. The basis for any planning is a long-term goal or long-term goals. On the basis of long-term objectives, the medium-and short-term objectives are established. This is as follows: on the basis and purpose of a mission of the organization, there are a number of sub-objectives, which should contribute to achieve the main goal.

4. Achievement of objectives

Achievement of objectives is a phase of direct implementation of time management. Good time management realization reveals significant resources of time, without modifying fundamentally habitual way of life.

5. Analysis

   An integral part of any time management (personal, corporate, etc.) is the process of summation. In this process it is analyzed how exactly the problems were solved (events, appointments, and so on) and the consistency with the timetable set by the earlier plan. In the summation should be analyzed not only complete tasks, but also their timely implementation. The results should be also consistent with the objectives.

   Analysis of the strengths and weaknesses is then carried out. That is done to promote strengths and work on weaknesses.

4.3. Place of time-management in the system of development of the modern organization

   The use of time management systems has two main dimensions: personal and corporate. Personal time management is associated with the time allocation of the individual. Corporate time management is used in an organization and is designed for the employees.

   It is widely accepted that time management is a personal matter. Personal time management techniques were developed for the use by people already motivated to increase personal effectiveness, but the classic guide to time management contains almost no information on how to embed it into organization.

   Nowadays one of the most frequent problems in the organizations is the problem of a lack of time. This problem can be solved with the usage of a good time management system. The main objective of the corporate time management is the implementation of the management of working time into organization in order to increase productivity.

   If we talk about the corporate effect of time management, each organization must adopt common rules of the game that is the standards of work in the sphere of organization of time and team interaction. Shared responsibility in the company improves the predictability and manageability of the company.

   Corporate time management has both personal and economic value. Economic importance is that time management can greatly enhance the productivity of the community. There also many considerable advantages directly for people, for example, success in a career, less stress, more energy. There are only positive results of time-management implementation: increased motivation, increased skills of employees, less overworked, no errors during execution of professional duties, objectives are achieved in the shortest term.

   Time management makes work easier first of all for the managers. It helps to delegate better, conduct more productive meetings, identify the most urgent tasks, meet deadlines. When a manager knows how to distribute time, he/she is an example for his team. The employees will learn some time management methods simply by observing the manager.

   The starting point of becoming productive in time management is desire. Desire appears when there is a motive. In an organization, such motives could be material and moral compensation, benefits, working conditions or career growth. These are the examples of external motivation. Internal motivation is also important. The work must bring satisfaction. So, before introducing the time management system to employees, they must be familiar with the advantages of it.

The benefits of time management from the perspective of the organization are:

1. Increased productivity
2. Increased profitability
3. Greater performance in terms of customer services
4. Improved planning and control of a business
5. Reduction of stress - calmer atmosphere in an organization
6. Real sense of satisfaction of the whole staff

It is seen that the advantages of time management include both internal and external motives for people to be interested in it.

Time management in the organization is a movement from lower layers of the hierarchy, because the staff must accept it. The managers should make employees interested in it. How? Employees view their working time as "sold" to an employer, however, a manager can convince them that although it is "sold", it is still a non-renewable resource. After that, understanding in an employee quickly wakes up. When he finds out that his most valuable and irreplaceable resource is irrevocably spent, people much more calmly and constructively accept innovations in this area.

Gerald Cole has a chapter dedicated to organizational time management in his book "Management Theory and Practice" [5]. He believes that the context of a person's job consists of:

1. The members of his or her role-set (boss, own staff, colleagues etc.)
The people who work alongside the individual are always an important influence on that person's use of time. An interfering boss, for example, can be very disrupting. By contrast, a boss who is an effective delegator can be a positive source of help in identifying job priorities. Colleagues can be a frequent cause of wasted time, especially when they call into your office at a time when they themselves are less busy, or want a short break from what they are working on.

2. The physical surroundings (office, location of others etc.)
Physical surroundings may help or hinder a person's efforts to make better use of his or her time. Clearly, if you do not have an office, then there are no physical barriers that you can erect between you and all those who, however, well-intentioned, wish to interrupt your work. Those who do have an office of their own can always shut the door, even at the risk of a certain amount of unpopularity.
The location of furniture and equipment can also affect the use of time. For example, if the photocopier and the computer terminal are on different floors to your office, or are at the opposite end of the building, then a good deal of time can be wasted walking to and from these machines.

3. The culture of the organization (the dominant values that prevail)
Organizations that set great store by accuracy and quality are implicitly requiring their members to take more time over their work, compared with organizations who are always working to tight deadlines and thus have to risk the occasional error or inaccuracy. In yet other organizations, the speed with which decisions are reached is more important than the thoroughness of those decisions.

4.4. Time management assessment

Online book Successful Time Management [1] proposes a very helpful technique to identify problems with time management. A manager can use it, if he/she feels that in his/her organization time is allocated wrongly. This test can be handed to each employee and the result will show the current situation.

Answer each of the questions below by rating yourself 1-5, with one being the lowest or least frequent and five being the highest or most frequent.

Section I
___1. Using goal-setting to determine what activities to work on
___2. Facing deadlines and commitments without stress
___3. Checking in with the boss to confirm priorities
___4. Considering how valuable the results will be before taking on a project or task

Section II
___1. Working on tasks that have the highest priority
___2. Being aware of how much time I spend on each of my job tasks
___3. Being aware of the value of each task I complete
___4. Prioritizing each new assignment or task according to an analysis of its importance
___5. Prioritizing a daily "to do" list

Section III
___1. Preventing and managing interruptions on a daily basis
___2. Staying focused on important tasks
___3. Completing everything during the work day rather than taking work home

Section IV
___1. Completing tasks well before they are due
___2. Meeting deadlines without having to ask for extensions
___3. Sticking to a daily work schedule to complete assigned tasks

Section V
___1. Setting aside time for scheduling and planning
___2. Planning time in my day for the unexpected
___3. Planning daily breaks during the work day

Each of the sections is related to a specific time management skill, as shown below.
Section I – Goal Setting
Section II - Prioritization
Section III – Managing Interruptions
Section IV – Procrastination
Section V – Scheduling

For each section, total up your score and then divide it by the number of questions in that section to get an average result for every section. Then order the sections from the lowest

to highest. The lowest result represents the weakest area of time management, the highest result – the strongest. This test helps to identify the situation and shows which skills must be improved.

4.5. Reasons of bad time management

Gerald Cole [5] believes that there are four potential disadvantages for any individual's personal effectiveness at work:

1. Prolonged, or unnecessary, meetings with colleagues
2. Interruptions from own staff, colleagues or boss (however well intentioned)
3. Idle conversations (in the sense of casual chitchat)
4. Unnecessary memos and other paperwork.

But this list can be continued with many more "time thieves" and reasons for the lack of time. They can be identified as following:

5. Poor exchange of information
By submitting information, everyone is always sure that the recipient understands its meaning, but this is not always the case. Each has its own framework of perception, which can distort the information received. In many organizations, exchange of the information between the units going as a bad telephone, often in the form of informal communication.
6. Permanent clarifying of information
The absence of a plan of work usually leads to constant interruptions for different kinds of "clarifications" needed for the further work of the various divisions, departments and individual employees. This diverts not only those who seek information, but also those who have information.
7. Continuous obstacles (endless phone calls and visitors)
Phone calls are disrupting the mood and not letting concentrate on cases. With the widespread use of cellular phones the problem has become global. It is important to distribute calls (put less important to the more free time). Visitors coming to the office distract more than phones, because they cannot be ignored or other work cannot be carried out at the same time. The clear structure, which communicates with visitors, must be designed in order to avoid interruptions of the work of other divisions.
8. Inability to say "no"
It is good to be polite, but there are some cases when it is appropriate to refuse.
9. Confusion in the mail
Particularly it is relevant for managers, whose correspondence does not pass through the filter to determine the importance of the letters.
11. Weak motivation of labor
10. Correction of the mistakes that could have been avoided
Errors are usually come from the rush, inattentiveness, unwillingness to work, etc. Usually it takes a lot of time to correct them.
12. Lack of confidence in the skills of staff in an organization
Often the head carries out the tasks of his/her subordinates, because he/she does not trust them and believe that they will be not able to perform this task as efficiently as he/she.

13. Haste when performing jobs
It is often caused by the delayed start of work on tasks.
14. Problems with computer equipment and other technology

   There is a lot of time wasted each day because of these points. After a detailed analysis of the main "thieves" of time, it is better to control the workflow. The manager must identify these factors and try to fix them in any way.

4.6. Existing techniques of time management

4.6.1. Stephen Covey "Seven Habits of Highly Effective People"

   Stephen R. Covey is an internationally respected leadership authority, family expert, teacher, organizational consultant, and co-founder and vice chairman of Franklin Covey Co. He has been recognized as one of Time magazine's 25 most influential Americans. The 7 Habits of Highly Effective People was named the #1 Most Influential Business Book of the Twentieth Century. [9]
   It is appropriate to quote some readers of this book, who share their thoughts about it:

"I know of no one who has contributed more to helping leaders in our society than Stephen R. Covey.... There is no literate person in our society who would not benefit by reading this book and applying its principles."
- Senator Orrin G. Hatch

"Seven Habits is an exceptional book. It does a better job of inspiring a person to integrate the different responsibilities in one's life - personal, family, and professional - than any other book I have read."
- Paul H. Thompson, Dean, Marriott School of Management, BYU and author of Novation

   Stephen Covey talks about the importance of habits in our life in the beginning of the book: "Habits are powerful factors in our lives. Because they are consistent, often unconscious patterns, they constantly, daily, express our character and produce our effectiveness or ineffectiveness. For our purposes, we will define a habit as the intersection of knowledge, skill, and desire. Knowledge is the theoretical paradigm, the what to do and the why. Skill is the how to do. And desire is the motivation, the want to do. In order to make something a habit in our lives, we have to have all three." [6]
   It is obvious from the title of the book that Stephen Covey suggests the combination of 7 habits. First, second and third habits (Be Proactive; Begin with the End in Mind; Put First Things First) deal with self-mastery. They can be called "private victories". "Public victories" are described in sub-chapters about fourth, fifth and sixth habits (Think Win-Win; Seek First to Understand, Then to Be Understood; Synergize). The last, seventh habit is the habit of renewal and it is called Sharpen the Saw.
   In this bachelor thesis the attention will be concentrated on the third Habit – Put First Things First, which is dedicated to time management. Here author is dealing with many issues connected with time management. He writes: "As a longtime student of this fascinating field, I am personally persuaded that the essence of the best thinking in the area

of time management can be captured in a single phrase: Organize and execute around priorities."[6]

A very useful technique is offered by Stephen Covey in the book "The Seven Habits for Highly Effected People". This technique is called the Time Management Matrix and it helps people to manage their time according to priorities. Following the Time Management Matrix simple approach people can organize their time more effectively.

Figure 1: Time Management Matrix

	Urgent	Not urgent
Important	**I** Important deadlines Crises Pressing important meetings Emergencies Last minute preparations	**II** Relationship building Personal development Employee training Exercise and health Prevention and planning
Not important	**III** Some emails and phone calls Many interruptions Some popular activities Some meetings	**IV** Trivia Some phone calls Excessive TV Time wasters

Source: http://www.effective-time-management-strategies.com/time-management-matrix.html

This matrix divides all activities into four Quadrants based on urgency and importance. Each Quadrant has its own action priority.

Each activity can be put in one of four quadrants:
 I. urgent and important
 II. not urgent and important
 III. urgent and not important
 IV. not urgent and not important

Effective people stay in Quadrants I and II, they do only important actions. Ineffective people stay in Quadrants III and IV, because, urgent or not, their actions are not important.

4.6.2. Allen David "Getting Things Done: The Art of Stress-Free Productivity"

"Anyone who reads this book can apply this knowledge and these skills in their lives for immediate results."
—Stephen P. Magee, chaired professor of business and economics, University of Texas at Austin

  Getting Things Done (GTD) is a method for organizing tasks so that you can focus your entire energy and creativity on completing those tasks in a stress free manner. This method was developed by David Allen, in his book, Getting Things Done. The main principle of GTD is that recording your tasks in a reliable way using a system that you trust - will free your mind from trying to remember and prioritize stuff. This recaptured mental energy can be put towards being more productive and efficient. [10]

 Author's purpose in writing this book was to teach people how to be maximally efficient and relaxed. This book is more about personal time management, but theory given by the author can also be implemented to the corporate time management.
  The main process described in the book "Getting Things Done" is the five-stage method for managing workflow. The author says: "No matter what the setting, there are five discrete stages that we go through as we deal with our work. We (1) collect things that command our attention; (2) process what they mean and what to do about them; and (3) organize the results, which we (4) review as options for what we choose to (5) do."[2]
  So, according to David Allen, effective work has five phases:
1. **Collecting** -the act of gathering inputs, which include knowledge, resources (notes, e-mails, books and magazines) and tasks.
2. **Processing** - the act of examining inputs that you have.
3. **Organizing** - the act of putting the results of a processing into a system (figuring out projects and tasks).

Figure 2: Workflow Diagram
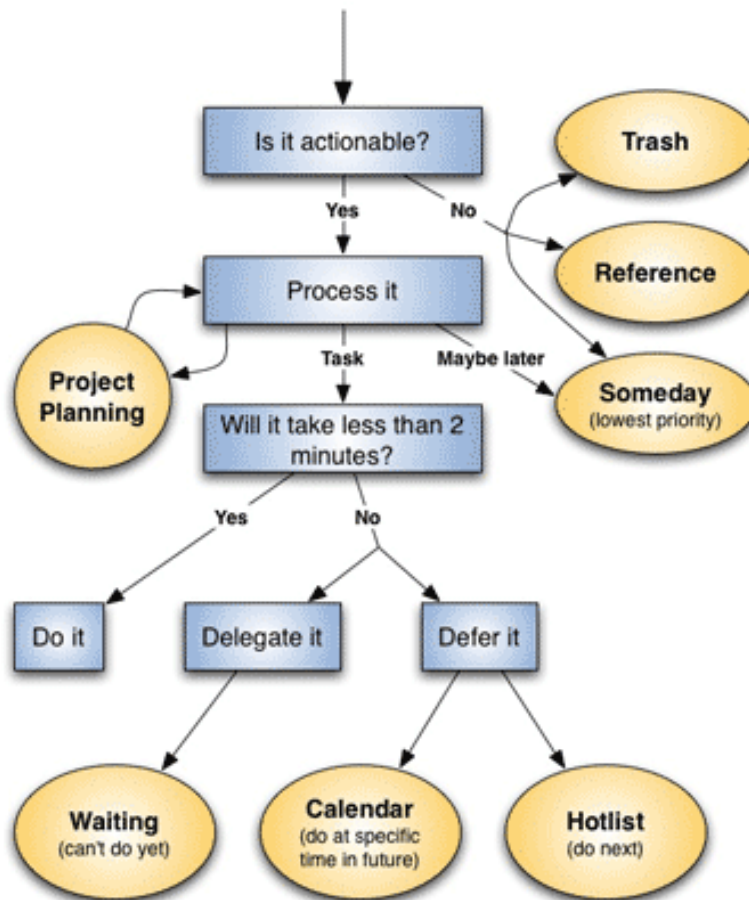
  This flow chart describes how to process and organize all the stuff that is generated by the collection step of Getting Things Done. The squares explain how to do the "processing" step, and the ovals describe how to do the "organizing" step.

  First thing to come up with is to decide if the task (or project) is actionable. If the answer is "yes", you can proceed to the next step. If the answer is "no", you have to decide if it is trash (it has no value), "someday" task (you will think about it again) or a reference to another task.

  In the "Process it" step, there are three possibilities. If you can do it now without thinking, go to the next square. It can be also put to the section "Someday" or "Project Planning".

  The task has to be done if it takes no more than 2 minutes. If it requires more time, there are three ways to solve it. You can wait, put it on a calendar or on a hotlist. "Waiting" means that you cannot do it, because the task must be delegated to someone else; you cannot finish your part until someone else finishes his/her part. Or maybe you are not the right person to accomplish this part. If a task takes more than 2 minutes and cannot be delegated, defer it to the "Calendar" section or "Hotlist". "Calendar" includes those tasks

that must be completed by or on a specific date in the future. In "Hotlist" there are tasks that have high priority and must be done first.

When the stages Processing and Organizing are finished, it is possible to proceed to the next two - Reviewing and Doing.

4. **Reviewing** - the act of revising your work and improving your strategy.

5. **Doing** - the act of working on the tasks that can be reached right now.

   If all five phases are separated and considered a lot more will be done and the users of this system will get the better result.

4.6.3.Alan Lakein "How to Get Control of Your Time and Your Life"

   David Allen's book "Getting Things Done" and Alan Lakein's "How to get control of your time and your life" supplement each another. Alan Lakein writes about what to do with the time, David Allen explains the principle how to spend time correctly.

   In the introduction Lakein writes: "Time is life. It is irreversible and irreplaceable. To waste your time is to waste your life, but to master your time is to master your life and make the most of it."[7] He states that such thing as lack of time does not exist and that each person has enough time to do everything he wants. Allen asks readers to recognize that different techniques work for different people, and that there are times when good advice for one person is useless for another.

   Former U.S. President Bill Clinton started his book "My Life", with a reference to "How to get control of your time and your life":

"When I was a young man just out of law school and eager to get on with my life, on a whim I briefly put aside my reading preference for fiction and history and bought one of those how-to books: How to Get Control of Your Time and Your Life, by Alan Lakein. The book's main point was the necessity of listing short-, medium-, and long-term life goals, then categorizing them in order of their importance, with the A group being the most important, the B group next, and the C the last, then listing under each goal specific activities designed to achieve them. I still have that paperback book, now almost thirty years old. And I'm sure I have that old list somewhere buried in my papers, though I can't find it. However, I do remember the A list. I wanted to be a good man, have a good marriage and children, have good friends, make a successful political life, and write a great book."[4]

   Lakein created the the ABC Priority System. Its meaning consists in following: a capital letter "A" for the high value items; "B" for those with medium value; and a "C" for those with low value. Comparing the items to one another will help to come up with the ABC priority choices for every entry on the list. Taking account of the time of day and urgency of the items, you can break them down further, so that A-items become A-1, A-2, A-3, A-4. [7]

   ABC's may further vary depending on the amount of time you decide to invest in a particular project. You could probably satisfy the boss with about two hours work on the report he wanted (you feel it's a C), impress him with about four hours (now it's a B), and make a lot of points if you broadened the question under study and devoted ten hours to solving the more general case (you've made it an A).[7]

   People at the top and people at the bottom both know about To Do Lists, but one difference between them is that the people at the top use a To Do List every single day to make better use of their time. People at the bottom, however, know about this tool but

don't use it effectively. One of the real secrets of getting more done is to make a To Do List every day, keep it visible, and use it as a guide to action as you go through the day.

Lakein says that it is important to set up availability hours. Availability hours are those hours during the week when you are available to associates or others without appointment. At such times visitors may walk through your "open door" and feel free to discuss business, assured that their viewpoint will receive undivided attention. [7]

One more important idea from Lakein is that a person must set and then distinguish between life-time goals and short-term goals. Life-time (or long-term) goals are more meaningful, they must be achieved in the future, for example, in one or two years. Short-term goals are those that are set for the nearest future, for example, in a day or in a week.
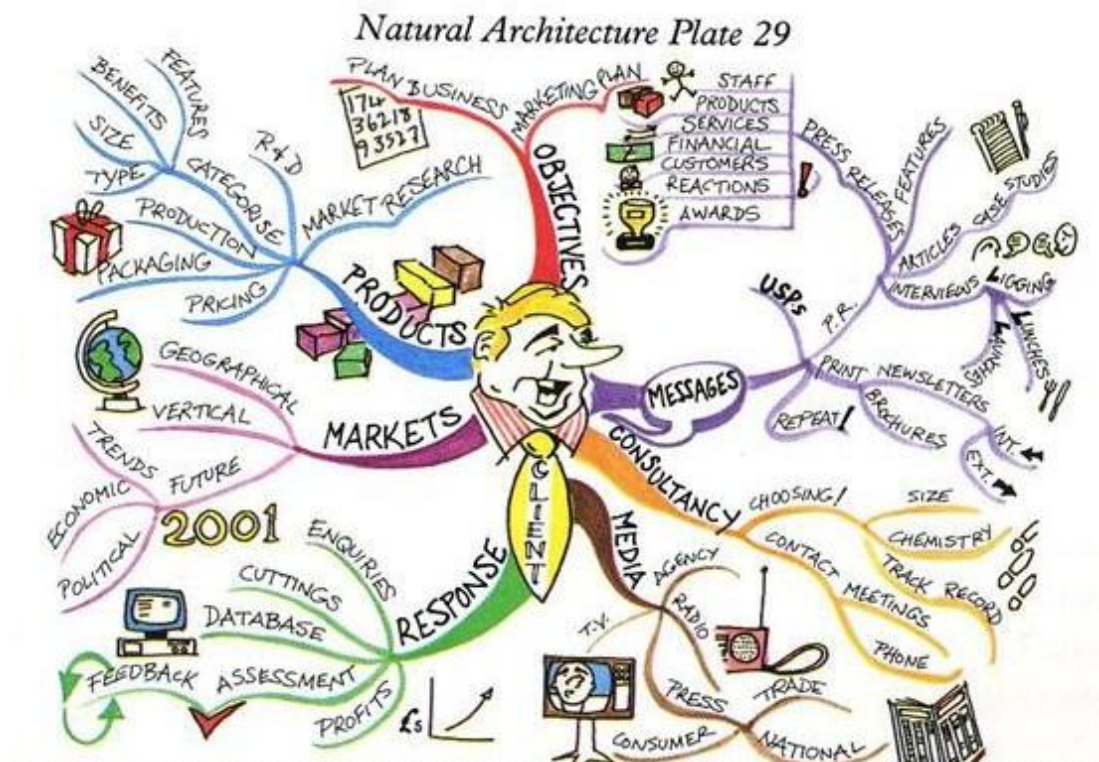
4.6.4. Tony Buzan, Barry Buzan "The Mind Map Book"

Benefits of Mind Maps for management, according to Buzan brothers, are:
1. They result in better management and organization, leading to a happier, more motivated workforce. This in turn means fewer working days lost through illness and a better public image for the company.
2. They improve communication between members of staff.
3. They make training more efficient and effective.
4. They can make marketing and promotion more focused, leading to improved sales. [3]

Figure 3: Example of a Mind Map
Mind Map by Nigel Temple, founder of Temple marketing in Britain, used as the basis for discovering the marketing needs of each customer

Source: Buzan Tony, BuzanBarry "The Mind Map Book", Page 263

The Mind Map considers: the range of products the client wishes to market; the business and marketing objectives of the client; the prime messages the client wishes to get across to the public and the medium by which they wish to do so; the nature and structure of the consultancy agreements; the use of various media and the inclusion or exclusion of them in the overall marketing plan; the nature of the response desired and the means for monitoring that response; and the target markets in the near, mid and long-term future.

As the Temple group says: "We use Mind Mapping to improve our account planning and issue-management process on all levels. In brain-storming sessions, for example, we find Mind Mapping to be a powerful tool for recording the creative output in a more logical order."[3]

It is known that in the organizations the meetings are hold with great time losses; it is one of the main time "thieve". Benefits of Mind Maps for meetings include:
1. They ensure that every member understands the viewpoints of the other members.
2. They place all contributions in context.
3. Including all individual contributions on the Mind Map increases energy, enthusiasm and co-operation within the group.
4. Each member of the group has a complete record of the meeting, thus ensuring that everyone understands and remembers exactly what has been decided.
5. Mind Map meetings usually take about one-fifth of the time taken by traditional meetings.
6. They increase the probability of stated goals being reached. [3]

4.7. Comparison of existing techniques to make generalizations

In the literature overview four books were examined. Each author has his own view on time management. They all propose some interesting and useful techniques that help to save time. What are the differences and similarities among them? One and the clearest similarities is a visible style of all introduced tools. Stephen Covey proposed time management matrix, David Allen – workflow diagram, Alan Lakein – ABC priority system, and Buzan brothers – mind maps. First, it is easy to remember these methods, because they have visual representation, and second – it is easy to do the same: to draw a mind map, to create your own ABC priority system or time management matrix, to represent five-stage method for managing workflow.

Three of four introduced theories are based on priorities. In my opinion, it is vital component in each time management technique, that is why mind maps have a disadvantage. You draw it, but you do not understand what is more important and where to start. It is like a tree that has many branches, it seems that they all almost equal. The same with mind maps: there are many things to do and a decision which to do first can be a problem that needs a solution. The solution can be found in other techniques. They supplement each other to a considerable extent. For example, mind maps are good for meetings, everyone has a record, everyone is involved in creating such a map, and people are more enthusiastic and co-operative. Then, with the help of ABC priority system or time management matrix, the main and minor issues can be found. The last stage is the process of fulfillment. Following the five stages (collecting, processing, organizing, reviewing, doing), introduced by David Allen, will help to carry out the tasks with less time losses.

5. Own input

5.1. Collected information from the existing firms (in form of interviews)

The table below shows the information about the interviews. This information includes name of an organization, type of an organization, occupation of the interviewees, country, address, date and place where the interview was held.

Table 1: Information about interviews

Name of the organization	Type of the organiza-tion	Inter-viewee	Country	Address	When	How
"Kartopak"	Packaging Company Limited Liability Company	The Corporate Director	Russian Federation	Moscow Tarhanskaja street 3/1	August 2011	Face to face
"Prime group"	Real Estate Company Closed Joint-Stock Company	The Manager of a Company	Russian Federation	St. Petersburg Fontanka River embankment 59	August 2011	Face to face
"Logmar"	Logistic Company Limited Liability Company	The Manager of a Logistic Company	Russian Federation	St. Petersburg Bypass Channel embankment 193	September 2011	By e-mail
"IT GRAD"	IT Outsourcing Company Limited Liability Company	The Manager of a Company	Russian Federation	St. Petersburg Kirochnaja street 9, floor 6	October 2011	By e-mail
"Einstein"	Pizzeria	The Owner of Pizzerias	Czech Republic	Prague Seifertova 67, 130 00 Prague 3	October 2011	Face to face
"TGI Fridays"	Restaurant	The Manager of the Restaurant	Czech Republic	Prague Karlova 20, 110 00 Prague 1	October 2011	Face to face

"Accord"	Pension	The Manager of a Pension	Czech Republic	Prague Rybna 678/9, 110 00 Prague 1	November 2011	Face to face
"Czech University of Life Sciences Prague"	University	Head of the Inter-national Relations Office	Czech Republic	Prague Kamycka 129, 165 21 Prague 6 - Suchdol	November 2011	Face to face

a) The first interviewee was the corporate director of a Limited Liability Company called "Kartopak". The organization is located in Moscow (Tarhanskajastreet, 3/1). The company "Kartopak" produces flower packages from polypropylene, packages for potted plants, as well as perforated cone transport packages for flower farms. "Kartopak" also distributes its production. The company supplies its products to Moscow and Moscow region. There is a possibility of printing customer's name on a package. The firm has many orders from the flower shops and from the state farms.

The interview was conducted in Moscow face to face with the corporate director of the company "Kartopak". The conversation was held at their office in August of year 2011.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

The main method in our organization is setting priorities. At the moment this is a key concept for our company. This helps to allocate the important and significant cases that categorically cannot be postponed for the future. Daily we are faced with a stack of papers and undecided tasks, so we cannot cope with everything physically.

Suppose today the truck drives us raw materials for the production of gift packages from another city, take it and pay for it are the main objectives for the rest of the day. But we have another task – we have to make 4 bouquets till the end of the working day. We consider that as a secondary task. We will spend the precious time to deal with more important issues, such as preparation of all necessary documents for getting the polypropylene film.

One more example of priority setting is related to our customers. When they make an order, we always ask them when do they need our product and how much of it. According to this information, we can decide what to do first. It seems obvious, but in one day we can get many orders and we have to distribute our time right. One customer wants flower packages in one month, another - in one week, and third needs it in 3 days. In that case the first priority will be an order of a third customer.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

Honestly, yes. During the development of our business we have come to the conclusion that without the increasing of internal corporate efficiency, and first of all personal efficiency, rapid development and winning is impossible at today's competitive field. Though our company is not very old, only 4 years, we have learned to save the most valuable thing we have - time.

Personally, the usage of organizer really helped me in work. This tool is just for me: everything is scheduled and ready for solving, and it is possible to adjust everything by

yourself. My organizer is with me all the time. It helps not to forget the great amount of information I receive each day.

In our organization we are practicing a standard of time management called an agreement. Suppose the problem or issue that you want to solve with a colleague is not necessarily to set immediately, but better to collect more issues, because, in any case, this one will not be the last. It is advisable to ask a few questions at once in order not to waste your valuable time. For example, you can write a block of questions on a form and then personally give them to a colleague.

As the concept of time management is relatively new, I am sure that we will not stop there, and will discover new methods and ways of improvement and, as a result, we will be more satisfied with the distribution of our time.

3. Do you have any training for your staff connecting with time management?

Of course, literally two weeks ago in our organization was held a corporate training on time management. Progressively, step by step we conducted training for all staff members about the basics of time. It is amazing that the staff welcomed the opportunity to learn the art of time, and did not interpret the study as something forced from the top. At the training it was important to carry to each employee, that nowadays – time is everything. And we did it. Now every employee in our company realizes the importance of saving this resource.

4. Are there any prohibitions in order to save working time?

You know, we perceive this problem seriously. Access to the social networks has been blocked by our programmer a long time ago. Working time is intended to work. Workers must leave all their informal affairs to better fulfill their objectives. We have a special time and place for these cases. And if earlier we have met this problem, after the recent corporate training everything took the right places. The employees understand the importance of each minute now. They are trying to use time effectively. I believe that each organization must conduct such training, because it really has a meaning.

Today, for each organization one of the main resources, without which it goes to the bottom, is money. As people say "time is money". So let's first learn to save our time and we will see how beneficial this affects our financial condition.

5. Can I use the name of your organization in my bachelor thesis or should I write "anonymous answer"?

I have no problem with that, you can use the name "Kartopak" in your thesis.

b) Second interviewee was a manager of "Prime group". This company is situated in St. Petersburg and provides services in the sphere of real estate in the North-West region of Russia. "Prime group" carries out activities in the field of architecture, engineering design and construction. Real estate agency "Prime Estate" belongs to the "Prime group" and is the exclusive real estate agent, who sells apartments in houses built by the company. The manager of "Prime Group" agreed to answer a few questions for this bachelor thesis.

The interview was conducted at the office of "Prime group" in Saint-Petersburg in August 2011.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

Yes, we use a number of features of different time management techniques in our organization. Everybody in our company is familiar with the vocabulary of time management: planning of working time, priorities of tasks and so on. Technology helps to manage time, we use Outlook calendar to set all the tasks. For example, important meetings are highlighted in blue, meetings connected with budget - in green; category "day" contains tasks for today, category "7-control" is checked once a week.

Agreement is one of the key forms of time management in our organization. For example, if you have a question for your colleague – do not call directly, write down and then ask a few questions at once. To make it easier to work there is a rule of correspondence in our company. You must specify a subject when corresponding, also indicate who (full name, phone for connection) writes. Some other tools are different kinds of forms, like lists of matching agreements or indication of the timing performance of work for all the departments.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

Yes, I am satisfied. I believe that the optimization of working time is presented in our organization.

3. Do you have any training for your staff connecting with time management?

No, and I personally think that implementation of training would be helpless. There are some problems with training in our country. Firstly, it costs money. Secondly, not everyone accepts training, so it will be useless to hold it.

4. Are there any prohibitions in order to save working time?

What is about an access to the Internet, we have blocked ICQ and the Russian social network vk.com. Russians rarely use Facebook and Twitter, so there is no need to block them. I know, that there are a lot of other things that a person can do online, so, we consider, that Internet is still stealing time from many employees. But there is nothing we can do with this problem. We need Internet access to solve many working issues, so it cannot be shut down.

Some other prohibitions include a ban on mobile phone usage at work and eating at a working place. Usage of mobile phones is only permitted during lunch time and for cases connected with work. We prohibit eating, because our employees are working with important papers and computers; beverages can be spilled and food can stain. We have had such problems several times, that is why we decided to prohibit food at the working places. We have a special room, where employees can have a snack and drink some tea or coffee.

5. Can I use the name of your organization in my bachelor thesis?

No problem, closed joint-stock company "Prime group".

c) Third interviewee was a manager of a logistic company called "Logmar". The company is located in St. Petersburg (Russia), and it is engaged in sea shipping. "Logmar" provides a full range of services directly related to the transportation of goods by water. The services include development of an optimal route, selection of the optimal type of transport, transport documentation, protection of goods, information about the location of goods. The manager answered the questions related to time-management.

The interview was conducted by e-mail. In September 2011 the questions were sent to the manager of "Logmar" and the answers were received in the same month.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

No, we do not use any time management techniques. Everyone in our company is responsible for distribution of his own working time. I can say that we employ people who save everything what is possible to save, including time.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

No, we are not satisfied. It would be better for our company to develop an ability to prioritize and a skill of using working time more effectively, and we also need to reduce the time of performing non-productive tasks.

3. Do you have any training for your staff connecting with time management?

No, we do not have any training, but it would be great for our organization to conduct some education. I think that our personnel will accept it with pleasure.

4. Are there any prohibitions in order to save working time?

There are punishments for those who come late to work or go home earlier. Social networks like facebook.com and vk.com are blocked. We had this problem a couple of years ago, when employees spent lots of time on different social networks, so it was the only solution to prevent wrong time usage.

5. Can I use the name of your organization in my bachelor thesis?

Yes, you can. Limited Liability Company "Logmar".

d) The fourth person, who answered the questions, was a manager of a company that provides services for IT outsourcing. The company is called "IT GRAD" and is located in St. Petersburg (Kirochnajastreet, 9, floor 6). This company helps different enterprises to focus on business objectives and reduce IT costs, it also offers a solution for optimizing the existing IT infrastructure or creates from the beginning an optimal IT infrastructure for companies. "IT GRAD" benefits large, medium-sized and small businesses. Their manager was interviewed in order to identify the situation with time management in "IT GRAD".

The questions were sent to the manager by e-mail in October 2011.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

We use software, like Microsoft Dynamics CRM and Microsoft Outlook, to plan working time. These systems allow displaying reminders about scheduled actions at a specific point in time. We find it very helpful.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

No, we are not satisfied with the distribution of time in our company. We would like to reduce the amount of time left on outside matters and tasks not associated with the performance of official duties.

3. Do you have any training for your staff connecting with time management?

Unfortunately, we do not have training, but actually we were thinking about that and we want to carry out education very soon. We suppose that this will bring fresh new ideas to our organization.

4. Are there any prohibitions in order to save working time?

We have no prohibitions connected with Internet. We suppose that it is pointless to block Internet sites for our employees, because they are programmers and are very knowledgeable about technologies. In case of need they can unblock websites or take advantage of Internet access from a mobile phone or other devices.

5. Can I use the name of your organization in my bachelor thesis?

Sure, Limited Liability Company "IT GRAD".

e) The Fifth individual, who answered the questions, was the owner of Pizzeria Einstein in Prague. This pizza chain operates four restaurants in the capital of Czech Republic. Pizzerias have a lot of customers every day, because of the good locations. There is a large number of hotels around every pizzeria, so many tourists have breakfast, lunch and dinner there. The menu consists not only of different pizzas, but it also includes pasta, risotto, salads, soups, sides, meat and fish, alcoholic and non-alcoholic drinks. Einstein is well-known among students, because they can get many attractive discounts with an ISIC card. The owner shared a story about this idea with me. 10 years ago he was playing billiards with his mate from Australia, and that man said that it is widespread in Australia to sell one unit of something and get second unit for free. So, the idea to sell two pizzas for a price of one appeared during this chat. The chain is about 10 years old, and it continues to grow and get more and more clients.

The interview was conducted face to face with the owner of pizzerias "Einstein" in October 2011. The place of meeting was one of the pizzerias, which is located on Seifertova street in Prague.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

No, we do not use any time management methods. I think that if a person wants to succeed, he needs to work 12 hours every day. He must be hard-working. It is not about any technique, it is about the desire to become successful.

10 years ago nobody knew about time management, so it is not a reason for the progress in our organization. "Einstein" has become popular thanks to the idea and the creative approach to business. By the approach I mean the concept "1+1" with an ISIC card. It works well. I can say for sure that it brings us more customers.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

I am completely satisfied how does my staff work. We hire reliable and hard-working people. The workers themselves are responsible for the arrangement of their working time. It applies for all employees: cooks, waiters, managers.

3. Do you have any training for your staff connecting with time management?

No, we simply employ professionals who already have good skills and there is no need to teach them.

4. Are there any prohibitions in order to save working time?

We do not allow our employees to rest all the time or smoke too often. But we do not have too strict control. If they need to make a phone call or to drink some water, then it is permitted.

In our pizzerias, everything depends on the number of clients. If there are no customers (usually between 15:00 and 17:00), they can relax and do what they want. There is a specially designated place for workers to eat and to have a break.

5. Can I use the name of your organization in my bachelor thesis or should I write "anonymous answer"?

You can, of course you can.

f) The sixth interviewee was a manager of a well-known American restaurant "T.G.I. Friday's" that is situated in Prague. This restaurant is a part of the international network. Today there are almost 1000 restaurants, located in more than 55 countries around the world. The menu of "T.G.I. Friday's" is composed of food for any taste. The restaurant offers pasta, salads, soups, burgers, ribs, seafood, steaks, chicken, sides, desserts, coffee, non-alcoholic and alcoholic beverages. It is a place for both children and adults; there are smoking and non-smoking areas inside each restaurant. The most important issue for this chain is the satisfaction of the customers. Their main law is to make clients feel comfortable.

First, I left a message on the official website of "T.G.I. Friday's" (http://www.tgifridays.com/home/welcome.aspx) in the section "Contact Us" (http://www.tgifridays.com/contactUs/contactUs.aspx). They replied that I should go to a local restaurant. The interview was conducted in the restaurant located near the Charles Bridge on Karlova street. It was held in October 2011.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

The main technique is control. We, me and other managers, control the situation all the time – in the morning, in the evening, during the breaks. We divide the work between 3 managers: one solves the issues with clients, one works with the documents, one has a day off. We use no software to manage the organization; everything we do is based on the agreement.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

I am completely satisfied with the existing time distribution and do not want to change anything.

3. Do you have any training for your staff connecting with time management?

We always train new employees (cooks, bartenders and waiters). This training also includes time-saving basics. What is about us, managers, we are learning from the training manager, who conducts meetings and monitoring, who gives advises and instructions. There is one manager who is responsible for the entire chain of restaurants in Prague. He can come at any moment for control the performance.

4. Are there any prohibitions in order to save working time?

It is prohibited to use mobile phones while working. Workers must ask for the permission, if they really need to make a call. The same situation applies to smoking and meetings with relatives or friends at work. All the prohibitions are written in the "Restaurant rules", so every employee knows it very well. We use "carrot and stick method" in order to motivate and punish the workers. So, if somebody ignores the rules, he/she will be deprived of some bonuses and vice versa: if he/she does everything well,

bonuses will be given or paid. The same is for managers. A training manager comes and controls us, so we must always be aware of it and work hard to avoid problems.

5. Can I use the name of your organization in my bachelor thesis or should I write "anonymous answer"?

Yes, you can.

g) The seventh interviewee was a manager of a pension in Prague. Pension is called "Accord" and is situated in the center of the capital of Czech Republic. The pension provides the perfect accommodation and the convenient location for exploring the city on foot.

The interview was conducted in the pension in November 2011.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

We do not use any time management techniques, because we are such a small organization and it is not necessary.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

We are satisfied with the distribution of time, but I think that the usage of time management technique can help to improve the efficiency and economic growth in our pension.

3. Do you have any training for your staff connecting with time management?

No.

4. Are there any prohibitions in order to save working time?

If it does not interfere or slow down the operation of our hotel, then visits, breaks, usage of the Internet is allowed.

5. Can I use the name of your organization in my bachelor thesis?

Yes.

h) The last interviewee was the head of the international relations office in Czech University of Life Sciences. The interview was conducted in November 2011.

1. Do you use any time management techniques in your organization? If yes, which methods do you use to save time?

I am most focused on priorities. I am losing time sometimes, but saving time is not always the main point. We work with people; it is different than working in a factory. It is important for me to speak with people, staff members, students. I do not have office hours, my door is open. We have to cooperate. People will not come again, if I shut the door in front of them. And that is not what I need. But I can close the door if I have to make a report. It is more important. I have to decide what the priority is.

2. Are you satisfied with the distribution of time in your organization? If no, what would you like to change?

I am satisfied how my staff work, but the implementation of some features of time management could be useful, I think.

3. Do you have any training for your staff connecting with time management?

We have got language training, not time management training. I believe that this also helps to save time, because we make employees more competent and advanced for work.

4. Are there any prohibitions in order to save working time?
  There are no strict prohibitions for staff. Of course, if they are not at the working place, but should be, they could lose their bonuses.
5. Can I use the name of your organization in my bachelor thesis?
  Yes.

5.2. Data coding

This table shows the information about the answers of all interviewees.

Table 2: Data Coding

Organization	Usage of TM Methods	Desire to Develop	Satisfaction of Time Distribution	Training Connecting With TM	Internet Prohibition	Other Prohibitions
"Kartopak"	+	+	+	+	+	+
"Einstein"	-	-	+	-	-	-
"TGI Fridays"	-	-	+	+	+	+
"Logmar"	-	+	-	-	+	+
"IT Grad"	+	+	-	-	-	+
"Prime Group"	+	+	+	-	+	+

"Accord"	-	+	+	-	-	-
"CULS"	-	+	+	-	-	-
Result	3/8	6/8	6/8	2/8	4/8	5/8

5.3. New time management system

There is no a strict system, it can be called "the proposed recommendations" for an organization. A manager must identify the problems, then – choose the recommendations that will help to deal with these problems and improve the utilization of working time, and finally put them into effect. There are a lot of things that can be done to manage working time more effectively.

On the basis of the interviews undertaken, and of the knowledge gained by the authors in the literature research, the following suggestions seem to be appropriate:

1. Planning
It is better to set goals for the next week, and then transfer these goals into a plan. It can be in the form of a To Do List. It concerns short-term goals. What is about long-term goals, there must be no more then 5, and a person must keep them in his/her head.

2. Usage of Mind Maps
A substitute to a To Do List is a Mind Map, it is a technique introduced by Tony Buzan. It is helpful to catch all the ideas in your head, because when you start to draw it, you logically continue the chain of goals.

3. Do first things first
When you know what your goals are, you must set your priorities and decide what to do first, second, and so on. Usage of Alan Lakein's ABC priority system and Time Management Matrix, introduced by Stephen Covey will help with this step.
Review your activities and prioritize them accordingly their importance.

4. Manage workflow
Usage of David Allen's five-stage method for managing workflow (collect, process, organize, review, do) is the best way to fulfill the tasks.

Own research helped to reveal the useful tools that are used in real firms:

5. Agreements
Three interviewees mentioned that they practice agreements at their work. It is better to collect more questions and ask them at one time. This kind of communication saves a lot of time.

6. Order in the workplace

The abundance of different papers is not the only cause of disorder in the workplace. In addition, many staff members have at the table a lot of extraneous things and unwashed items: cup of coffee, juice pack, cookies, scattered disks, CDs, books, etc. It attracts attention and prevent from working. It also can cause accidents: you can dirty clothes with some drinks or spill them on your computer. To resolve this problem, it should be prohibited the presence on the tables of all items that has nothing to do with the staff member's duties.

7. Special room for rest

The company should have a special room for rest and food. To maintain order in this room, employees must tidy up from the table, washing the cups of coffee, etc.

8. Trainings

All kinds of training are useful at work, because they develop skills of employees and make them more competent. The more competent employee, the more time he saves.
But of course it is better to conduct time management training to teach employees how to use their time effectively.

9. Fight against Internet

The real problem in many enterprises, where employees are granted access to the Internet is the unauthorized use of the network. The purposes of the visit often have nothing to do with the performance of the responsibilities. One checks personal email, second is reading news, third chats on ICQ, fourth makes purchases on an Internet shop, fifth is sitting on forums, etc. Many employees spend a lot of their time having fun on the Internet, causing significant damage to the company's business

10. Software

Outlook calendar and Microsoft Dynamics CRM are the simplest examples of time management software tools.

11. Prohibition of mobile phones usage

It is difficult and almost impossible nowadays to prohibit the usage of mobile phones, but it should be done, because this device steals a lot of time. People want to be connected with their friends and relatives all the time, but this is not right at work. Working time is intended to work.

Based on the received information and after the detailed study of the topic, I can propose some methods that I personally find useful:

12. Meetings

Meetings should be carried out only when there is a serious need. Each meeting must have a clear objective. A meeting is not recommended in the following cases:

- If you do not have enough time to prepare for the forthcoming meeting
- Questions that you plan to raise at the meeting, could be resolved in a conversation one on one
- Questions that you plan to consider are already solved

Meeting makes sense in the following cases.

- The head needs to get some information or important advice, which can be formulated only with collective discussion.
- The Chief believes it is necessary to share some information or to inform subordinates of the situation.

- When making an objective decision or discuss any issue, the presence of all employees will have an impact on the situation.
- There is a problem that requires an objective consideration from different points of view.

The current trend to have more meetings and discussion rather than spending more time working to achieve results, leads to a time loss. Meetings for reviews and sharing of ideas can be limited and kept short.

13. Order in life
Order in the workplace is not enough. You should keep order in your life. The more it fills with rubbish, paper with phone numbers, business cards, calendars, notebooks, the higher the possibility that you will need to allocate time for periodic disturbance.

14. No multitasking
Do not start a lot of work at the same time. Multitasking is not the most efficient way of dealing with issues. It is better to finish one, and continue with the next goal.

15. Computer will help
The workplace must have the best machinery, devices and equipment that yield error free results in the minimum possible time. Efficient electronic equipment with no connectivity issues and breakdowns will help to save precious time. They should take the place of paper work, and yield fast results. Some of these include: smart phones, laptops, tablet computers, latest applications and software that offers quick connectivity and access, Bluetooth (to stay connected), GPS (to stay on track on the road).

16. Manage e-mails
Good advices are to build address book and add there people under different categories, to prepare standard responses which will reduce time to answer e-mails and to keep the answers short but friendly.

5.4. Implementation of a time management system into an organization

Before the introduction of time management into an organization it is necessary to explain to employees what it is and what objectives are pursued.

There are several ways of implementing time management. The most prevailing one is when an initiative comes from the top. For example, CEO gets to know about time management (from books, the Internet or a seminar) and decides to try it. Usage of time management reveals personal reserves of time. Inspired by personal successes, CEO applies time management technology to the top-managers of companies that follow the same sequence of action. Similarly the time management "bacillus" goes to the middle managers. But sometimes it happens that the example is not enough, and the systematic training of time management is necessary. Each organization should provide on-going education, or more exactly, to carry out basic time management training about the distribution of working time. In addition to the usual external trainers and time management strategists, it is possible to prepare a corporate trainer. The advantages of this approach are the relatively low financial cost, the ease of organizing regular "return to the topic" and training of new staff. A very important point is that a trainer must not only lecture, but also conduct seminars and individually analyze with each employee how to use the time and give recommendations.

6. Conclusions

Ideal time management methods that are suited to all and everyone, does not exist. Therefore, successful time management is a competent combination of different methods. The application of one method in practice will not help to achieve ambitious results, but the good use of multiple methods of time management will help to achieve the desired objectives.

Time management is not a strict set of rules by which people will be able to streamline their working day and working hours of their subordinates. Time management is a set of methods and recommendations, and the appropriate one for every organization should be selected.

Today there are many courses and training seminars on time management, teaching various methodologies and techniques to streamline workflow. Even the good manager applying time management systems can find additional time resources and the opportunity to improve the efficiency of labor. That is the main advantage for organizations, because a manager is a person who is responsible for the fulfillment of work, and if he/she saves time, it means that the whole organization gets all the advantages of time management including increased productivity, improved productivity, less stressful atmosphere and other positives.

The usage of a new time management system will help the organization to be more productive and effective. Of course, there always will be distractions and time-wasters that tempt people away from work. It is impossible to be 100% productive, but it is possible to have more self-control and be concentrated on work. The use of a time management system helps to reduce wasted time and energy, helps to find the time for the more important things and to accomplish more with less effort and time.

In the given bachelor thesis a list of proposals, based on the research undertaken has been suggested. Future work could be to implement these proposals and attempt to measure any change observed in the organization after the implementation of time management system.

7. References

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