

**Czech University of Life Sciences Prague  
Faculty of Economics and Management  
Agricultural Economics and Management  
Department of Management**



**Bachelor Thesis**

**Time management-rational distribution of working time in  
an organization**

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**CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE**

Department of Management

Faculty of Economics and Management

# **BACHELOR THESIS ASSIGNMENT**

Sizov Aleksandr

Economics and Management

Thesis title

**Time management - rational distribution of working time in an organization**

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## **Objectives of thesis**

The aim of given bachelor thesis is to build a proposed recommendations and to suggest how the implementation of this technique can solve the problem of irrational distribution of working time in organization-theoretically and methodically

## **Methodology**

1.Comparison of different time-management types

2.Interviews

Respondents will be people who manage an organization.This is the best way to understand a real situation in the organization.

3.Data coding

Comparison of differences and similarities in the data will make interviews more understandable

## **Schedule for processing**

Theoretical part to be mainly completed end September 2012

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**The proposed extent of the thesis**

Approximately 40 pages

**Keywords**

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

**Recommended information sources**

- 1) BUZAN, T., BUZAN, B.; The Mind Map Book; plume 1996; 320 pages; ISBN: 978-0452273221
- 2) Slevert, L.; Your time-in your hands: Advices for managers, how affectively use working time; ISBN: 5282006251
- 3) Koch, R.; The 80/20 Principle: The Secret to Achieving More with Less; Crown Publishing Group, 2011; 288 pages; ISBN: 0385528310
- 4) MTD Group; Successful Time Management; MTD Training and Ventus Publishing ApS 2010 [on-line]; 57 pages; ISBN: 978-87-7681-662-9

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## **Declaration**

I declare that I have worked on my bachelor thesis titled “Time management-rational distribution 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 10<sup>th</sup> March 2013*

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*Aleksandr Sizov*

## **Acknowledgement**

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

**Time management-rationální rozdělení pracovního času v  
organizaci**

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**Time management-rational distribution of working time in  
an organization**

## **Summary**

This bachelor thesis is based on organizational time management. It contains knowledge about the place of time management in the system of development of the modern organization. Also it describes the techniques of time management process and its role in organizations. In further deals with the evaluation of time management in an organization and explain the most common problems with time management in a company and purposes an assessment that can help managers to find weak areas in the usage of working time and to correct them. Aim of the thesis is to analyze existing time management techniques introduced by different authors and make a summary. The author's input contains interviews that were conducted to find out real situation in the organizations surveyed. Finally it includes recommendations for companies how it can be implemented in an organization and necessary measures before using time management in a company.

## **Key words**

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

## **Souhrn**

Tato bakalářská práce se zabývá organizací a řízením času. Obsahuje poznatky o postavení time managementu v systému vývoje moderní organizace. Popisuje také techniky řízení času a její role v organizacích. Dále se zabývá vývojem time managementu a vysvětluje nejčastější problémy ve společnosti. Znalost time managementu může pomoci manažerům najít slabá místa ve využívání pracovní doby a odstranit je. Cílem práce je analyzovat stávající techniky řízení času, které jsou zavedené dle různých autorů, a shrnout je. Obsahuje rozhovory, které měli zjistit skutečnou situaci ve zkoumaných organizacích. Závěrem práce je doporučení pro firmy, jak aplikovat v organizaci nezbytná opatření pro co nejlepší řízení a využití času.

## **Klíčová slova**

Time management, priority, pracovní doba, plánování, čas, čas jako technika řízení, systém time managementu.



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# 1.Introduction

*"Time is the scarcest resource and unless it is managed nothing else can be managed"*

Peter Drucker, classic of modern management.

How to be a successful and effective manager? Of course, he should know his job, to be able to control, to be able to set goals and achieve them. But all these qualities are useless if the manager does not know how to organize their time. Time - this is the same resource, like people, raw materials, and finance. But it permanently - it can't save, send or take on credit, so it is important to learn how to use it to best advantage. The success of each manager depends not only on the material and economic variables, but also on how he manages the most valuable asset - time. The leader must consciously and systematically use their time to get things done.

Working hours of most modern of modern managers heads sealed to limit the working day is not standardized, and yet often can't complete all the planned works to the specified deadline. All this leads to stress further aggravates the situation.

This situation in modern society is widespread and not just among the leaders. Surely everyone can recall many instances when one day he had to solve a lot of problems, be in multiple places at the same time he could not decide in what order it is best to do it all, and the realization that it is impossible to decide once and quickly problem of the distribution of time, because of this you can not make it or miss something important very depressing, getting nervous, spoils the mood, which ultimately affects the well-being, health, and reduces the likelihood that our plans for the day will be provided . Surely almost everyone can recall a lot of cases, they postponed "for later", but in fact "in the closet", which seems to be done, but that's all "no hands do not reach."

n such a situation, the only solution is to only use special techniques and methods that have a common name time management. "Time management" - it's just a great name that is essentially the management of self, organization, people, in order to accelerate the solution of problems, activities, works and actions. This control is the most rational use of time.

## **2. Aim and objectives of the bachelor thesis**

The aim of given bachelor thesis is to build a proposed recommendations and to suggest how the implementation of these technique can solve the problem of irrational distribution of working time in an organization- theoretically and methodically.

In order to achieve this goal, 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 improve that time management is the way to improve the efficient of time.
- To identify the problems of time management
- Propose recommendations.

## **3.Methodology**

1. Comparison of different time-management types

2. Interviews

Respondents will be people who manage an organization. This is the best way to understand a real condition in the organization.

3. Data coding

The transformation of interviews content into more understandable form. Comparison of similarities and differences of data.

### **Methodological limitations:**

- It was difficult to find participants.
- Prospects only in Russia and Czech Republic
- 2/3 e-mails were unanswered

## **4.Literature review**

### **4.1 Meaning and importance of “Time management”**

Time always goes forward, never backwards. It is constant and it can't be managed. Everyone has the same amount of time in a day. Therefore, if you are managing time, you are not trying to handle time; you are trying to make the greatest use of your time. [1]

The writer Daniel M. Wood shared his article about importance of time management on website [lookingtobusiness.com](http://lookingtobusiness.com). There are 7 reasons described, why time management is so important:

#### **1. You produce more results**

Since you are more efficient and focus more of your time on important tasks you get more done during the day which makes you a valuable commodity. You elevate you to one of the most valuable people to potential employers.

#### **2. You get more time off**

When you produce more at work you won't have to work late as often, or at least not as late, which gives you the chance to come home to your family and spend time with them, you also get the chance to work out and clean the house which decreases your stress and thereby your efficiency even more creating a positive spiral.

#### **3. You become more valuable to your employer**

When you produce more valuable results you become an incredibly important asset to your employer. By increasing your efficiency you can produce even twice as much as your colleagues, which leads us to point 4.

#### **4. You get paid more**

When you produce more than your colleagues, if you ask for it, which makes you get paid more than your colleagues. If you produce twice as much you are worth twice as

much to the company, which should let you get paid twice as much.

### **5. You have time to think long term**

Your best decisions and your highest motivation come when you have clear goals and have the chance to make plans for their completion. When you free up time using time management you give yourself the chance to think about these larger questions.

### **6. You aren't as stressed**

This is a god send gift. For me reducing my stress levels was the most important part of learning time management. I could spend more time on things I enjoyed and I wasn't constantly bothered by my to-do list.

### **7. You are happier**

With reduced stress levels, more time off, a higher salary, clearer goals and plans and more job security, your life takes a turn for the better. You have a lot more reasons to be happy and your life has become a lot easier to manage.

## **4.2 Elements of time management process**

If you know how to manage your time you gain control. Effective time management helps you to choose what to work on and when. This is necessary if you want to achieve anything of any real worth. There are 5 main time management elements:

**1.Goal Setting**

**2.Prioritization**

**3.Scheduling**

**4.Managing Interruptions**

**5.Delay**

### 4.2.1. Goal settings

The first step to successful time management is to set goals/objectives. Goal setting cannot be successfully undertaken until you have decided what success you really want to achieve.

When you know what exactly needs to be done you can figure out what order is the best for it. Without proper goal setting, you will waste your time on a confusion of conflicting priorities.

### 4.2.2. Prioritization

Second part of TM process is prioritization. After you know what things need to be done you should divide it by level of importance. Without it, you may work very hard, but you won't achieve the results you need, because what you are working on is not of strategic importance. Everything that you should do is to classify your "to-do" list into **IMPORTANCE** and **URGENCY** ranks. Let's have a look at the process of setting priorities:

- **IMPORTANT and URGENT**- is mainly assignments which comes from costumers and boss
- **IMPORTANT but not URGENT**- tasks which you receive from costumers and from your team
- **URGENT but not IMPORTANT**- resulting from other areas than boss, costumers or team, likely from suppliers
- **Neither IMPORTANT nor URGENT**- assignments received by phone or mail.

[3]

### **4.2.3. Scheduling**

When you know what your goals and priorities are, you then need to know how to go about creating a schedule that keeps you on track, and protects you from stress.

You should understand the factors that affect available time you have for work. You not only have to schedule priority tasks, but also you should take into account that you have to leave room for interruptions and unexpected events that otherwise will destroy your schedule.

### **4.2.4. Managing interruptions.**

Having a plan and knowing how to prioritize it is one thing. The next issue knows what to do to minimize the interruptions you face during your day. It is widely recognized that managers get very little uninterrupted time to work on their priority tasks. There are phone calls, information requests, questions from employees, and a whole host of events that crop up unexpectedly. Some do need to be dealt with immediately, but others need to be managed. [4]

### **4.2.5. Delay**

Many good employees failed simply because of the fact they did not want to take in time on a particular job, for various reasons and then thought return to it later, but it was too late. After too many "laters" the work piles up so high that any task is look like impossible to. The best way to beat it is to recognize it's really your fault. Then you need to figure out why.

Once you know why you late then you can plan to get out of the habit. Reward yourself for getting jobs done, and remind yourself regularly of the horrible consequences of not doing those "boring" tasks!



### **4.3 Time management place in the system of development of the modern organization**

In modern conditions, time management is an integral part of any successful company. Under the time-management technology means the organization of time and increase the efficiency of its use.

Until recently the time management is mainly considered in relation to the individual. That means each specialist by his own could apply the methods of time management that was developed for people who already want to improve personal effectiveness. There are a lot of books about personal time management and very few about implementation of it in organizations.

Almost every company faced with a lack of time problem. Simple solution to these problem is a usage of time management techniques. Main goal of time management system is a rational distribution of working time in an organization to increase productivity of a company.

Duration of the courses and trainings of time management varies from 2 to 15 days, and the cost is approximately from \$250 to \$1000. There are different programs are offered:

- Time management courses for CEO's.
- Time management courses for the employees (corporate courses).

Corporate time management has personal and economic importance. Economic importance is that due to time management may be a significant increase in productivity of an individual and the entire group as a whole. Personal importance is that it allows person to gain a significant amount of free time, which helps to feel free, pay more attention to health and family. And it's very important, because your employees will have less stress and more energy.

Specifically, the implementation of a competent time-management tools will help, at least, improve the manageability of the company, to reduce overtime work (and costs to pay for them), optimize the allocation of tasks. The use of time-management techniques will prevent "stuck" of money in circulation because of a lack of productive time utilization.

## **4.4 Evaluation of time management in an organization.**

If manager feels that in his/her organization time is appropriated wrongly he/she may use a technique, which can help to identify problems with time management in an organization. Each employee might take the test. This test helps to identify the situation in an organization and shows which skills must be improved. There are 5 sections, each section belong to a different time management skill:

Section I – Goal Setting

Section II – Prioritization

Section III – Managing Interruptions

Section IV – Procrastination

Section V – Scheduling

### **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 workday 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 workday.

For each section, total up your score and then divide it by the number of questions in that section to give an average score for each section. Then order the sections from lowest to highest. The lowest result shows the weakest area of time management, the highest- the strongest.

For example, your results might look like this:

Section II – 2.4

Section IV – 2.8

Section I – 3.2

Section V – 3.5

Section III – 3.

## **4.5 Reasons of bad time management**

There are many different factors that lead to loss of time. Some of these factors are the result of illiteracy among heads; some are independent of it, and some directly related to the personality of the head. However, in most of them the head has the ability to influence or at least reduce the time loss occurring due to the impact of these factors. Consider these sets of factors.

### **4.5.1 Reasons, which is a consequence of illiteracy among heads:**

- **Lack of working plan.**

Unplanned work leads to constant interruptions for various "refinements", explanations necessary for the further work of the various departments, units and individual employees. This distracts not only those who ask for help, but also those who share information.

- **Poor co-operation in the organization of exchange of information.**

By submitting information, anyone is always sure that recipient is fully aware and understands it's meaning, but not always. For example in different countries, there are different cultures, which means that you need a different approach.

- **Lack of a clear division of work according to their importance.**

This often leads to the fact that the heads firstly make a works that does not really matter. But in fact, they spent a lot of time needed to solve the really important problems.

- **Weak motivation of labor.**

Poor motivation of labor leads to lower productivity, more concerned not head of the organization, but it's employees. This problem can occur and low productivity and it will lead to a shortage of time.

## **4.5.2.Reasons, independent from heads**

### **Work with the correspondence.**

Studies indicate that 20 - 30% of heads time spent on the correspondence analysis. Scanning up to 100 documents per day, of which only 30 are truly needed.

- **The large flow of routine cases**
- **The “thieves of time”**

Are the unexpected things, most of which require urgent attention. All that takes a lot of time and distracts from the really important things. There are many kinds of “thieves of time”:

- Phone calls.
- Problems with computer equipment.
- Change the order of work by colleagues.
- Lack of organizational planning.
- Inability to listen to others.
- Inadequate organizational structure.
- Correction of errors that could have been avoided.
- Poorly organized and coordinated meeting.
- Distractions in the workplace.
- Over-office bureaucracy.
- Useless discussion about their work and the work of others.

### **4.5.3 Causes, directly related to personality of head**

- **The constant rush.**

In a constant state of hurry manager does not have time to focus on the task he performs at the moment. He follows the path that first come to mind, rather than to think of other, possibly more efficient ways of solving this problem.

- **Permanent home completion.**

Permanent home completion generate a closed circle, where people do not have time during working hours to perform their work and solve all the problems. In the end he is forced to deal with them at home due to his free time. This closed circle is the result of improperly organized labor time.

- **Fussiness.**

Fussiness is a result of poor management of the day, it also depends on the characteristics of a person, and impulsivity.

## **4.6 Techniques of time management**

### **4.6.1. Gantt chart**

Gantt chart - is one of the most convenient and popular way of graphical representation of the run-time problems. As a planning tool used in personal and corporate time management, project management.

Gantt chart is a good and useful tool for project management. Despite the fact that a large number of tasks it becomes congested, this method is easy and accessible to everyone.

Henry Gantt worked with F. Taylor on quantitative methods of organizing production. Henry Gantt studied management as an example of building ships during World War II and offered the chart control and visualization tasks in the project, later named in his honor. Gantt Chart was revolutionary in the 20-ies of XX century, and was used in such grandiose engineering

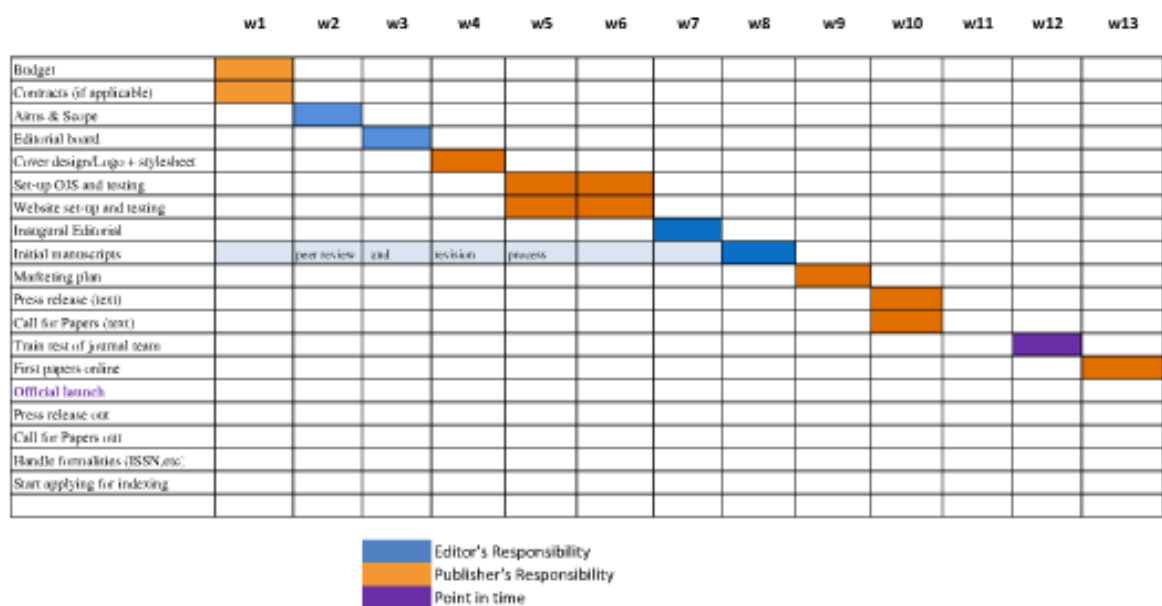
projects as the construction of the Hoover Dam, which began in 1931, and in the construction of freeways in the U.S. in 1956

Gantt chart consists of bands oriented along the axis of time. Each bar on the chart represents a different task in the project (type of work), it ends - the beginning and end of the work, its length - the duration. Vertical axis of the chart is a list of tasks.

[]

**Figure 1. Selected information from the interview**

**Sample Gantt Chart for Journal Start-up**



**Source:**

<http://www.docstoc.com/docs/42914209/Sample%20Gantt%20Chart%20for%20Journal%20Start-up-w1-w2-w3-w4-w5-w6-w7-w8-w9-w10> [10]

Gantt chart helps to see:

- See and visually assess the sequence of tasks and their relative duration;
- Compare the planned and actual progress of tasks;
- A detailed analysis that actual tasks.

## 4.6.2. Pareto principle (80/20 rule)

**Richard Koch** is a former management consultant, entrepreneur, and writer of several books on how to apply the Pareto principle (*80/20 rule*) in all walks of life. Richard has also used his concepts to make a fortune from several private equity investments made personally.[7]

Empirical rule, introduced by sociologist Vilfredo Pareto, in its most general form is stated as "20% of the effort gives 80% of the results, and the remaining 80% of the effort - only 20% of the results." [6] Therefore firstly you should identify the 20% of cases, which give the best results and to start with them. You can apply the 80/20 Rule to almost anything, from the science of management to the physical world. For instance:

- 20% of criminals commit 80% of crimes.
- 20% of drivers are guilty in 80% of road accidents
- 20% of married responsible for 80% of divorces
- 20% of children use 80% of the features offered by the system of education in the country
- 20% of the range of products usually give 80% of total sales in value terms
- 20% of customers typically generate 80% of profits.
- An internal combustion engine is also perfectly justifies the 80/20 Principle: 80% of the energy released during combustion, is lost, and the wheel is transmitted in only 20% of all energy. The 20% of the fuel

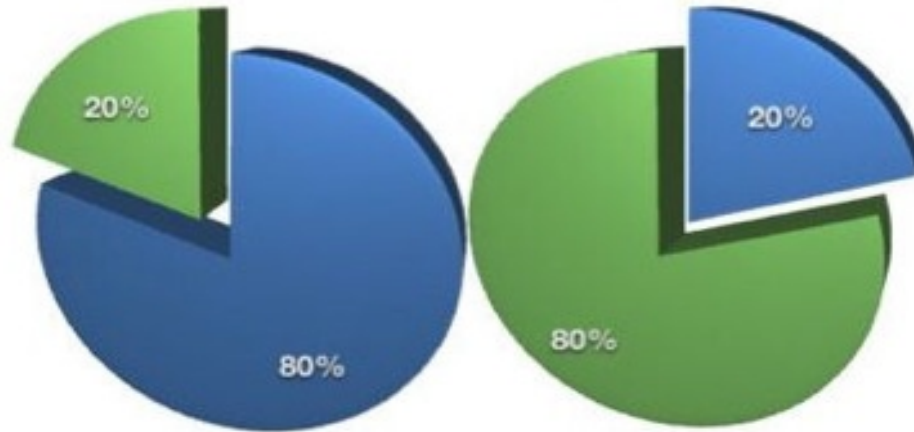
### **Figure 2. Data coding**

produces 100% of all traffic.

Pareto principle applies almost to any business, but it does not mean that what you do, have to follow the 80/20 rule.



## Pareto Principle



### 4.6.3. The Eisenhower Matrix

The Eisenhower Matrix- is a technique of time management to set priorities. Its use allows highlighting important and significant cases and deciding what to do with the rest. It is believed that 34 U.S. President Dwight D. Eisenhower proposed and made it the standard of their work.

Eisenhower has identified the following four categories of cases according to the criteria - the importance and urgency. [5]

**Figure 3: The Eisenhower Matrix**

	<b>Urgent</b>	<b>Not Urgent</b>
<b>Important</b>	<p><b>I</b></p> <p>Driven by deadline and never making real progress</p> <ul style="list-style-type: none"> <li>• Crises</li> <li>• Deadlines</li> <li>• Phone calls</li> <li>• Emergencies</li> </ul>	<p><b>II</b></p> <p>Relationship building and prevent crises.</p> <ul style="list-style-type: none"> <li>• Relationship Building</li> <li>• Employee training</li> <li>• Healthcare</li> <li>• Prevention and planning</li> </ul>
<b>Not important</b>	<p><b>III</b></p> <p>Generally reactive</p> <ul style="list-style-type: none"> <li>• Trivial e-mails and phone calls</li> <li>• Other peoples messes</li> <li>• Some meetings</li> <li>• Interruptions</li> </ul>	<p><b>IV</b></p> <p>More time concerned with wasting time and trivial things</p> <ul style="list-style-type: none"> <li>• Computer games</li> <li>• Phone calls</li> <li>• Excessive TV</li> <li>• Chatting</li> </ul>

Source: My own

#### **4.6.4. “The mind map book”. Tony and Barry Buzan**

Firs of all, I want to introduce each author briefly.

Tony Buzan is the originator of Mind Maps trademark, the president of The Britain Foundation, Founder of The Britain Clubs, and the creator of the concept of Mental Literacy.

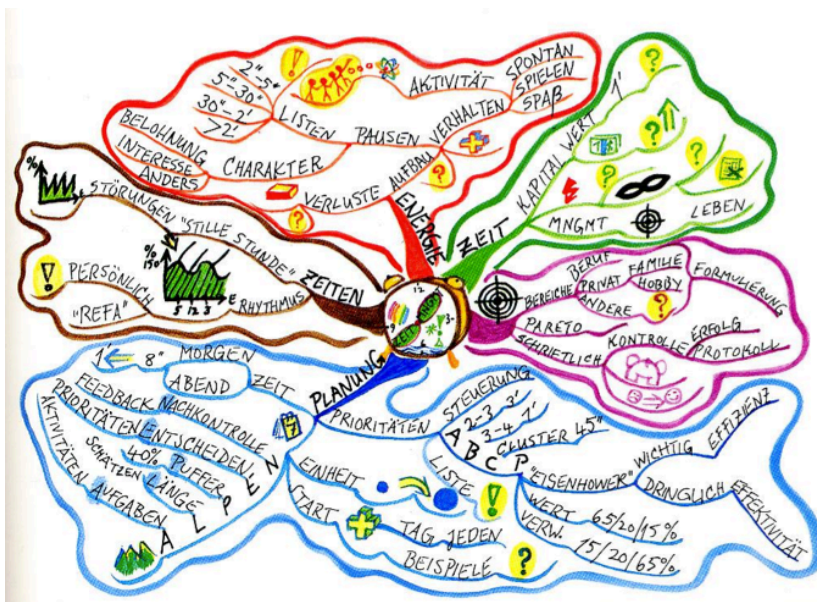
Barry Buzan is Professor of international Studies at the university of Warwick, and a Research Director of the Centre for Peace and conflict research in the University Copenhagen.[9]

What is a Mind Map? Mind Map is a graphical way to represent your concepts and ideas. It is a tool that helps structuring information, helping you to better analyze, comprehend, synthesize, recall and generate new ideas.

There are 4 main benefits of Mind Maps for time management, according to the book, they are:

1. Mind Maps result in better management and organization, leading to a happier, more motivated workforce. This in turn means fewer working days lost through illness and 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

**Figure 4: The mind map book**



Source: Buzan Tony, Buzan Barry “The mind map book”, page 267

The Mind Map focuses on target areas: the nature of planning (in our case it is German mnemonic “ALPEN” for the prime steps in personal time management), the nature of biological rhythms; and the maximization of energy by the appropriate management of one’s time.

As often happens with Mind Maps, they help you to find in yourself to serve multiple purposes. They help to streamline your own time and self-management and enable you to guide your colleagues

#### **4.6.5. Comparison of techniques to make generalization**

In the literature review five books were examined. Each author proposes some interesting and useful methods to save time and all of them have own view on time management techniques. The objective was to find differences and similarities among them.

## **5. Own input**

### **5.1. Collected information from the existing firms (in a form of interview)**

The interview was conducted based on literature review and personal experience. They were distributed via e-mails, phone calls and face-to-face.

Initially it was planned to make thirty interviews, but the problem was that a lot of managers just didn't have time or didn't want to "waste" their time for that questionnaire. That's why it was collected 10 interviews. Therefore, all collected interviews are from different business areas and it's very important to analyze the term of time management generally.

The table below shows selected information from the interviews. It includes name of an organization, type of an organization, interviewee, country, address, date of an interview and the way that interview was held.

Of course tet-a-tet form of an interview was more productive than others, it allowed to talk deeper about time-management, how manager is using it etc.

**Table 1: Selected information from the interviews**

Name of the organization	Type of the organization	Interviewee	Country	When	How
“Nykomed”	Pharmaceutical Company	Manager of a pharmaceutical company	Russian Federation	July 2012	By e-mail
“STS Logistics”	Logistic Company Limited Liability Company	Manager of a logistic company	Russian Federation	July 2012	By e-mail
Hotel “Belvedere”	Hotel	The manager of a hotel	Czech Republic	August 2012	Face to face
“Gymnasium No.10”	Gymnasium	The Head of gymnasium	Russian Federation	August 2012	Face to face
“BBC Fitness centrum”	Fitness centrum	The owner of fitness center	Czech Republic	September 2012	Face to face
“La Maison”	Restaurant	The owner of restaurant	Russian Federation	September 2012	Face to face
“Pobeda”	Cinema	The manager of the cinema	Russian Federation	October 2012	Face to face
“Utapack”	Packaging company Limited Liability Company	The corporate director	Russian Federation	October 2012	By e-mail
“Sibmost”	Construction company	Head of a company	Russian Federation	November 2012	Face-to-face
“Expedia”	Call Center	The manager of the center	Czech Republic	November 2012	By phone

Source: My own

## **Interviews.**

**1.** My first interviewee was the Manager of “Nykomed” pharmaceutical company. Organization is located in Russian federation. “Nykomed” company is an international pharmaceutical company. Production is located all over the Europe.

The interview was conducted by e-mail. In July of 2012 questionnaire was sent to the manager of “Nykomed” company.

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

Yes of course, we use several methods of time management, mostly prioritization. It helps us to divide into groups working plan and the priority for each task. We get a lot of letters, by e-mails and paper mail as well. Also we receive a lot of calls, so it is particularly important not to be distracted by unnecessary things, and set priorities.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

Honestly yes. Our branch of “Nykomed” pharmaceuticals in Moscow is very young, but thanks to a clear allocation of our responsibilities and time we are good.

**Do you use any encourages for your employees?**

Of course we have a bonus program and a bonus depends on how you deal with the job.

**Do you have any Time Management Training for your staff?**

No, we did not receive any training; we believe that it would be useless, because in our company there are only people who know their job.

**Are there any prohibitions in order to safe working time?**

In our organization social network access is closed

**Can I use the name of your organization in my BT?**

Of course you can use our name in your Bachelor Thesis

**2.** My second interviewee was the Manager of “STS Logistics” Logistics Company. Organization is located in Russian federation in St. Petersburg. “STS Logistics” is a well-recognized Logistics Company specializing in freight forwarding and customs clearance. The interview was conducted by e-mail. In July of 2012 questionnaire was sent to the manager of “STS Logistics” company.

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

Of course we are, we are logistic Company<sup>6</sup> and the main priority of our business is time. We use Gantt Chart in many cases<sup>6</sup> because it is the easiest way to my mind for combining several vehicles based on a schedule.

Costumers come to our company to ensure that we not only deliver the goods on time, but also so that we can calculate the time for rest, the compatibility of vehicles, what goods will be charged on the way back etc.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

Yes we are fully satisfied with distribution of time in our company.

**Do you use any encourages for your employees?**

No, we don't have any bonus programs.

**Do you have any Time Management Training for your staff?**

Yes, we do. Once in two weeks we have a TM training for our employees, where we try to find interesting ways to improve time management skills.

**Are there any prohibitions in order to safe working time?**

There is no prohibition. But if you will be late with something for instance because of “Facebook” you can loose your job.



**Can I use the name of your organization in my BT?**

I don't have a problems with that.

**3.** My third interviewee was the Manager of "Belvedere" Hotel. The Hotel is located in Czech Republic in Prague. Hotel "Belvedere" is a 3 stars hotel not far from the city center.

The interview was conducted face to face in August of 2012.

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

No, we don't use any time management techniques because it's not necessary.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

Yes we are satisfied with the distribution of time in our hotel, but I think that we can have less employees through time management techniques.

**Do you use any encourages for your employees?**

No we don't.

**Do you have any Time Management Training for your staff?**

No we don't.

**Are there any prohibitions in order to safe working time?**

There are punishment's for those people, who late at work or go home earlier.

**Can I use the name of your organization in my BT?**

Yes, you can.

4. My fourth individual, who has answered my questionnaire was the head of school where I was studied “Gymnasium No. 10”. This school is located in Russian federation in Novosibirsk.

The interview was conducted face-to-face In August of 2012.

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

The main point for me is to understand what is happening in my school. I don't have strict working hours. The main point is to set priorities. My door is always open and people can ask me whatever they want, but if I need to write a report I need to close the door, because it's more important.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

I'm satisfied how my colleagues work, I sad colleagues. But I think some TM techniques can be useful.

**Do you use any encourages for your employees?**

Of course we have a bonus program and a bonus depends on how you deal with the job.

**Do you have any Time Management Training for your staff?**

No, we did not receive any training; we believe that it would be useless, because in our company there are only people who know their job.

**Are there any prohibitions in order to safe working time?**

There are no prohibitions for teachers and rest staff except one, they must be on time in their positions, or they will lose their bonuses

**Can I use the name of your organization in my BT?**

I don't mind.

**5.** My fifth interviewee was the Manager of “BBC Fitness Center” p. This center is located in Czech republic in Prague. “BBC FC” is one of the biggest centers in Czech Republic.

The interview was conducted face-to-face In September of 2012.

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

Yes, we have quite big areas but we do not have a lot of staff .In fact, it’s not necessary

**Are you satisfied with the distribution of time in your organization? Explain your answer**

We are fully satisfied with our distribution of time.

**Do you use any encourages for your employees?**

No, we don’t

**Do you have any Time Management Training for your staff?**

It wasn’t happened yet.

**Are there any prohibitions in order to safe working time?**

It’s not allowed to have a rest all the time or to smoke all the time, but if somebody need to drink some water or make a phone call, we don’t mind.

**Can I use the name of your organization in my BT?**

Sure, you can use our “BBC Fitness Centrum” name in your bachelor thesis. Good luck

**6.** 6<sup>th</sup> interview was taken from the owner of the most expensive restaurant in Novosibirsk. Organization is located in Russian federation. “La Maison” has a restaurant, banquet service, wine boutique and patisserie in one building.

The interview was conducted face-to-face in September of 2012.

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

Yes of course, we use several methods of time management, mostly prioritization. It helps us to divide into groups working plan and the priority for each task. We get a lot of letters, by e-mails and paper mail as well. Also we receive a lot of calls, so it is particularly important not to be distracted by unnecessary things, and set priorities.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

Yes, i am very satisfied. Right distribution of time is one of the most important conditions in directing such business as restaurant. Here everything depends on time. That is why all our employees know how to manage their time at work in the right way.

**Do you use any encourages for your employees?**

Yes, we have some benefits for our employees. First of all they have opportunity to have breakfast, launch and dinner for free in restaurant. Also every employee has 20% discount.

**Do you have any Time Management Training for your staff?**

Currently, we didn't have any time management training. But I think in the future we will make them sometimes.

**Are there any prohibitions in order to safe working time?**

We have fine system. When employee is late more than three times a month, he/she gets a fine.

**Can I use the name of your organization in my BT?**

Of course you can use our name in your Bachelor Thesis

**7.** 7<sup>th</sup> interview was taken from the manager of the biggest cinema in Novosibirsk. The cinema is located in Russian Federation.

The interview was conducted face-to-face in October of 2012.

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

Yes of course, we use several methods of time management, mostly prioritization. It helps us to divide into groups working plan and the priority for each task. We get a lot of letters, by e-mails and paper mail as well. Also we receive a lot of calls, so it is particularly important not to be distracted by unnecessary things, and set priorities.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

Honestly yes. Our branch of “Nykomed” pharmaceuticals in Moscow is very young, but thanks to a clear allocation of our responsibilities and time we are good.

**Do you use any encourages for your employees?**

Of course we have a bonus program and a bonus depends on how you deal with the job.

**Do you have any Time Management Training for your staff?**

No, we did not receive any training; we believe that it would be useless, because in our company there are only people who know their job.

**Are there any prohibitions in order to safe working time?**

In our organization social network access is closed

**Can I use the name of your organization in my BT?**

Of course you can use our name in your Bachelor Thesis

**8.** My 8<sup>th</sup> interviewee was the Manager of “Utapack” packaging company. Organization is located in Russian federation. “Utapack” company is one of the biggest Russian packaging company. Production is located all over the Europe. The interview was conducted face-to-face with corporate director. In October of 2012.

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

Yes, I use, but not much depth. For example, you need to set priorities. Setting priorities can effectively manage the list of identified cases, assigning each task a level of importance.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

I’m satisfied , but it depends not only on me. My company runs a lot of employees and not all get to observe even trivial rules of time management

**Do you use any encourages for your employees?**

I always try to help our employees and to give advice how to save time in the future to improve our results and performance

**Do you have any Time Management Training for your staff?**

Of course I conduct time management seminars, using a huge experience of professionals in this field, such as David Allen

**Are there any prohibitions in order to safe working time?**

I think nowadays it’s useless to prohibit something. My employees should understand that working time is for work, but I don’t mind if they will use an Internet if it doesn’t interfere implementation of tasks.

**Can I use the name of your organization in my BT?**

Of course you can use our name in your Bachelor Thesis

**9.** 9<sup>th</sup> respondent was the Head of “Sibmost” construction company. Organization is located in Russian federation and has big amount of building projects all over Siberian region.

The interview was conducted face-to-face in November of 2012.

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

Actually I didn't know that Gantt chart is one of the time management strategies, maybe I didn't think about it. We use the Gantt chart more than 20 years and it really helps us to see and visually assess the sequence of tasks and their relative duration, compare the planned and actual progress of tasks.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

Yes, I'm satisfied with time distribution in our company, but of Course sometimes-unforeseen circumstances such as construction equipment failure or delay of raw materials make us stand in one place.

**Do you use any encourages for your employees?**

We have an award for the whole group when we finish our object in time.

**Do you have any Time Management Training for your staff?**

No we don't have any training, but I am really interested in it after that interview.

**Are there any prohibitions in order to safe working time?**

Usually builders don't have a time for any destruction except cigarettes and lunchtime. So, we don't have any prohibitions.

**Can I use the name of your organization in my BT?**

Of course you can.

**10.** The last company who had a pleasure to respond for my questionnaire is "Expedia" Calls Center Company. "Expedia" is located in the capital of Czech Republic in Prague.

The interview was conducted by phone in November of 2012.

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

No, we don't have any time management techniques in our company, what we have is amount of calls what every employee should do during his/her working ours.

**Are you satisfied with the distribution of time in your organization? Explain your answer**

Yes I'm satisfied with time distribution in my company.

**Do you use any encourages for your employees?**

No, we don't have any bonus programs and so on. We have fixed wage amount every hour.

**Do you have any Time Management Training for your staff?**

No, I don't think that it makes sense for our company.

**Are there any prohibitions in order to safe working time?**

No access to the social networks and another popular web-sites.

**Can I use the name of your organization in my BT?**

Of course you can use our name in your Bachelor Thesis



## 5.2. Data coding

The table below shows the results of collected interviews in more appropriate way of understanding and to make generalizations. There are six points which help to analyze the time distribution and level of satisfaction of it in each company.

“+”- Means that in these point company has a positive result.

“-”- Means that in these point company has a negative result

“Total”- Shows the number of companies with positive responses

**Table 2: Data coding**

Organization name	Usage of TM methods	Satisfaction of time distribution	Encourages for employees	TM training	Prohibitions to safe time	Desire to develop
“Nykomed”	+	+	+	-	+	+
“STS Logistics”	+	+	-	+	-	+
Hotel “Belvedere”	-	+	-	-	+	+
Gymnasium No. 10	-	+	+	-	+	+
“BBC Fitness Center”	-	+	-	-	+	+
“La Maison”	+	+	+	-	+	-
“Pobeda”	+	+	+	-	+	-
“Utapaek”	+	+	+	+	-	+
“Sibmost”	+	+	+	-	-	+
“Expedia”	-	+	-	-	+	-
<b>Total</b>	<b>6/10</b>	<b>10/10</b>	<b>6/10</b>	<b>2/10</b>	<b>7/10</b>	<b>7/10</b>

Source: my own

## **5.3 Recommendations for companies**

There are a lot of things that can help to manage working time in the most appropriate way. Firstly, manager should identify weak points in time management of a company, then choose the recommendations that deal with that problems and improve the distribution of working time.

Based on literature review, I think that the following tips will be helpful:

### **1.Planning**

The most important thing in time management is the plan. Better to prepare your plan for the whole next week. It can be in the form of To-Do list. The list should include short-term goals and long-term goals, but not more than 5-6.

### **2. Prioritize things.**

Second step is prioritization. When you know your goals, then you need to know the order. Usage of Eisenhower matrix is the perfect way to do so.

### **3. Usage of Gantt chart.**

Gantt chart helps to see and visually assess the sequence of the tasks and their relative durations. Also with a Gantt chart you can compare the planned and actual progress of the task.

### **4. Mind Maps.**

The technique that was introduced by Barry and Tony Buzzans is very helpful to catch all the ideas in your head. Drawing helps you to make a logical chain of your goals.

### **5. Pareto Principle.**

Don't forget that "20% of the effort gives 80% of the results, and the remaining 80% of the effort - only 20% of the results." [6] Therefore firstly you should identify the 20% of cases, which give the best results, and to start with them.

My own research helped to uncover tools that are used in modern companies:

### **6. Keep your working place clean.**

There are a lot of useless things that are disturbing a staff, such as unwashed dishes, coffee, books, cookies, crackers etc. It not only attracts attention, but also can cause an accident; you can spill coffee on your computer or dirty yourself. You will need time to fix it. Solution for this problem can be same set of things on each working place.

#### **7. Special room for lunch and rest.**

Is a good idea to make a special room for food and rest. Employees will have a place, where they can just forget about work for a couple of minutes and get back to work refreshed.

#### **8. Prohibition of mobile phone and Internet usage.**

Nowadays everything you want you can find In the internet. Smartphones has an Internet access and it's almost impossible to prohibit the usage of mobile phones. Many employees spend a lot of their time by having fun in social networks, news, QIP etc. It can cause a serious problem in the business.

#### **9. No misunderstanding.**

The best way to understand your task is to collect all the questions and ask them in one time. It can save a lot of time.

Afterword I want to purpose some tips that also can be very useful:

#### **10. E-mails managing.**

It is a good idea to manage your e-mails by groups. For example you can answer for standard questions shortly, but friendly. For new costumers you need different approach. Block a spam messages and so on

#### **11. Don't do several tasks at the same time.**

Multitasking is not the best way to solve your problems. Do not start a lot of work at the same time. Better to finish one thing and continue with another one.

#### **12. Order in your personal life.**

The most important thing to my mind is an order in your own life. You can't just always think about your job. Do some sport, but it should be a schedule for it. It will help you to forget about routine and refresh your brain.

#### **5.4 Time management utilization in an organization.**

Before using the time management system in an organization CEO need to explain to the staff what does TM means.

From this it follows that CEO gets to know about time management from whatever sources and decides to try it. It can be books, different kinds of seminars or from the Internet. Stimulated by personnel success chief of a company should implement the time management system for top-managers. Every organization that decided to use TM should provide personnel and group seminars. It will help people to understand faster, because they will discuss it in a group and they will have bigger amount of questions, which they can ask on the next seminar. After there will be no questions anymore, seminars can be finished. A very important point is that a teacher shouldn't only lecture, but also conduct trainings individually and give a recommendations how to use a time rationally.

## **6. Conclusions**

The aims of this bachelor thesis was to build proposed recommendations for modern organizations and how these recommendations might solve the problem of irrational distribution of working time in an organization- theoretically and methodically.

Goals of given bachelor thesis were achieved by literature review and by interviews of different managers in businesses, which were distributed via e-mails, phone calls and face-to-face.

It can be concluded that the time management is more for organization of time than its economy. Manager should seek the proper distribution of time, based on personal interests and the interests of business. Time should be used in the way to ensure that the maximum number of tasks, which in turn cause the performance of short-term targets leading to accomplish the main goal. Their own plans for the time manager should coordinate with the plans of subordinates and direct manager to achieve maximum effect. How well the manager will implement the principles of its work effective use of time depends primarily on himself and on his desire to work efficiently, because by setting the correct choice of priorities and personal time, to achieve greater efficiency in the work, you need to make some effort and spend a little time.

Time Management - is a system of knowledge that plays great economic and personal importance. Economic importance is that due to time management may be a significantly increase in productivity of an individual and the entire group as a whole. Private importance is that it allows person to gain a significant amount of free time, which helps to feel free, pay more attention to health and family.

On the base of this result will be possible to find for every company their own way of time management utilization.

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