Chapter One

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1.1 Preface:

Time has long been a major subject of philosophy, art, poetry, and science. There are widely divergent views about its meaning; Julie-Ann Amos also has noted that "Time is something you can increase or decrease." Hence it is difficult to provide a proper definition of time (except scientific definition of time in physics). While there is little dispute regarding the usages of time, scholars disagree on whether time can be measured or is itself part of the measuring system.

Time is one of those words in the English language which everyone is familiar with but often hard put to define. Although the concept of time is universal, each person has his or her own particular definition!

The Oxford English Dictionary defines it as "the indefinite continued progress of existence and events in the past, present, and future, regarded as a whole." Another standard dictionary (American Heritage) definition is "a non-spatial continuum in which events occur in an apparently irreversible succession."

The measurement of time has also occupied scientists and technologists, and was a prime motivation in human life. Time is also a matter of significant social importance, having
economic value as well as personal value, due to an awareness of the limited time in each day and in our lives. Cool stated as: "we abhor the notion of Wasting time and speak of Saving time, and Spending quality time, as if, as the adage has it, time were money, or at least a commodity like money, capable of being either stashed or squandered."^4

Units of time have been agreed upon to quantify the duration of events and the intervals between them. Regularly recurring events and objects with apparent periodic motion have long served as standards for units of time. Examples are the apparent motion of the sun across the sky, the phases of the moon, and the swing of a pendulum.

1.1.1 PHILOSOPHY OF TIME:

In 5th century BC Greece, Antiphon the Sophist wrote, in his chief work Truth, Time is a thought or a measure, not a substance. This is similar to the later statement by Kant. In ancient thought; Zeno's paradoxes challenged the conception of infinite divisibility, and eventually led to the development of calculus. Parmenides (of whom Zeno was a follower) believed that time, motion, and change were illusions, basing this on a rather interesting argument.
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The Dharmic religions such as Buddhism and Hinduism, have a concept of wheel of time, that regards time as cyclical and consisting of repeating ages.

Newton believed time and space form a container for events, which is as real as the objects it contains. In contrast, Leibniz believed that time and spaces are a conceptual apparatus describing the interrelations between events.

Schopenhauer, in the preface to his *On the Will in Nature*, stated that "Time is the condition of the possibility of succession." This is in accordance with Kant's understanding of time as a mental form in an observing subject.

Nietzsche, inspired by the concept of eternal return in his book *Thus Spoke Zarathustra*, argued that time possesses a circular characteristic. Postulating an infinite past, "all things" must have come to pass therein; the same for an infinite future. In Existentialism, time is considered fundamental to the question of being, in particular by the philosopher Martin Heidegger.

Manchester in this regards stated as: "The fourth century Neoplatonist Lamblichus, interpreting Plotinus on the topic of time, incorporates a 'diagram of time' that bears comparison to
the figure of double continuity drawn by Husserl in his studies of time. It argues that the feature of motion that the word 'time' designates in Greek differs from what most modern scholarship has assumed, that the very phenomenon of time has been misidentified for centuries. This leads to corrective readings of Plotinus, Aristotle, Parmenides, and Heraclitus, all looking back to the final phrase of the fragment of Anaximander.\textsuperscript{5}

And Mooij also believe that, "Can time exist without mind or consciousness, and if not, in what respects? Aristotle was the first to formulate this problem and it has been intensively discussed ever since.\textsuperscript{6}

1.1.2 TIME IN PHYSICS:
Time is currently one of the few fundamental quantities (quantities which cannot be defined via other quantities because there is nothing more fundamental known at present). Thus, similar to definition of other fundamental quantities (like space and mass), time is defined via measurement. Definition of time coupled to current definition of space in physics makes our space-time to be Minkowski space-time and thus makes special relativity absolutely correct by definition. Roger McLure has the same claim, "Since time is a quantity in all branches of physics, the claim that physical time is real is as good as the
claim that time apriori can be real (thinkable, non-contradictory)
as a quantity\(^7\)

Prior to Albert Einstein's relativistic physics, time and space had
been treated as distinct dimensions; Einstein linked time and
space into space-time. He said that time was basically what a
clock reads; the clock can be any action or change, like the
movement of the sun. Einstein showed that people traveling at
different speeds will measure different times for events and
different distances between objects, though these differences
are minute unless one is traveling at a speed close to that of
light.

1.1.3 USE OF TIME:
The use of time is an important issue in understanding human
behavior, education, and travel behavior. The question
concerns how time is allocated across a number of activities
(such as time spent at home, at work, shopping, etc.). Time use
changes with technology, as the television or the Internet
created new opportunities to use time in different ways.
However, some aspects of time use are relatively stable over
long periods of time, such as the amount of time spent traveling
to work, which despite major changes in transport, has been
observed to be about 20 to 60 minutes one-way for a large
number of cities over a long period of time. This has led to the disputed time budgeting. Downs has noted also, "...we use to cope with the many demands for peak-hours travel we generate by pursuing goals other than minimizing travel time. It is a world wide phenomenon an inherent part of any region's process of modernization, and growth."

Figure 1.1 How to use Time

Source: www.googleimage.com

When man invent the facilities such as telephone, internet, world wide advertising, actual time management system and mobile the world became like a village as one can see now a days in any rural area international communication facilities are available. It shows that the thinkers are successful and they will provide more and more in order to avoid time killers and make the distance meaningless. Reese stated as: "it is very important
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to make goals and decide something's ahead of time so that your experiences with the 'Net will be successful.®

Consider a team with money and place to accomplish the goal of their project, with no frame work and knowledge from where and how to start their business. So the most important factor to be considered is planning for the expectations, controlling each part of the work, managing the subordinate and the time set up, etc... So, there has to be time measurement related to decision making, Sayles expresses also: "to be effective, advice must come at the right time in the organization's decision-making sequence and must often penetrate to the tactical level."™

Time planning is one of the most talked about and yet neglected elements in supervision. " Once we get to work, we will likely be faced with a new set of problems that require us to make trade-offs based on real-time constraints. We are expected to reach a deadline on a particular project. However, meeting that deadline requires that we know when different resources will be available to us."™ So, I don't have time; can be the best response to time killers in order to have most of the resources available.
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Sometimes one may feel too much to do and wonder how it can be all controlled and accomplished. Stress, tension and frustrations result, make much less efficient. Time is as much a resource to the supervisor as machines, material, capital and manpower. The successful use of time requires self-management, work planning, setting priorities, handling interruptions, and time scheduling of people and activities. The ability to supervise is only the starting point; effective time planning allows that ability to reflect itself in meaningful achievement. Too many supervisors, however, have permitted their talents to lie buried under cluttered desks, confusion, interruptions and business without accomplishment. Tracy has also the same idea as: "Good time management enables you to greatly improve your ability to contribute more and more value to whatever you are doing."¹²

1.1.4 VALUE OF TIME:
24 hours is the only time available in a day, out of which 6 to 8 hours goes for resting, remaining time should be spend in a manner to avoid wasting it and finish the work
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accordingly. Setting up time is necessary for any company or business unit, and as important as frame of work along with the control.

Figure 1.3 Punch Card
Source: www.googleimage.com

Investigate the weak point of plan is also required to manage the time available in the company and solve the problems step by step. "In the industry time is the best assets, but time must be spent by identifying techniques for spending time effectively."^{13}

Decisions in some cases are related to particular situations giving rise to a problem and in such cases the executive may not be able to come out with spot decisions. He has to work them out progressively as the situations demands. Whereas time is all important, the appropriateness of a decision- its relevance to the situation within and outside the company, should also be borne in mind. "Another important factor is the inter-relations between problems and events, so that the
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probable consequences of a decision could be anticipated in the timing plans.\textsuperscript{14}

Time is unique resource. Time can not be saved; it can only be spent wisely. Time past is gone forever. Time is irreplaceable and inelastic. Time is the most valuable resource available to a person. Time is also most irreversible. Julie-Ann Amos also believes that "...time isn't money-you can't make it, or save it. Time is even more important because you can use time to make money, but no amount of money can buy you on extra second of time."\textsuperscript{15}

Time is equal for everyone. Everyone has 24 hours a day, seven days a week, and 52 weeks a year available to them. The amount of time is not important but rather how that time is managed. Time can be managed effectively in the future only by planning today.

It is a personal choice of how we use our time-to randomly move from one task to another without direction or planning, or to plan our day's activities, which will result in more productive use of time and the ability to accomplish much more in the same amount of time.
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The way one spend his time determines how he lives his life, and that is who he is. Tomorrow is connected to today just the same as today is connected to yesterday. "To value time as your most precious commodity—to be spent both carefully and generously should be an essential element in your philosophy of life."¹⁶

Keeping a record of how one spends his time for a week or two. Record whatever he does as; he does it so as not to forget anything. At the end of each week, summarize what he did and check percentages of time spent on each activity. Next, check how much of this time was aimless, repetitive, of low priority.

Figure 1.4 The way one spends his time determines how he lives his life

¹ Researcher has referred to both the sexes by he.
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The value of recording, analyzing and updating a system of keeping track of how time is spent cannot be over emphasized. Accordingly to Merrill Douglass, almost everyone wastes at least two hours of time each day. Analyzing how one spends his time will leave him with more flexible time, which is the only time he really controls. One has to make a list of things that must be done. What might be left on today's list should be transferred to tomorrow unless it is too late or so unimportant that it can be delegated from the new list. One should not keep lists for several days; as lists are made to be rewritten, crossed out and torn up. So, let's say one should make lists, a new one every day, and try to group similar tasks. "Always check that you have allocated appropriate time to achieve each of your daily goals. Continually evaluate what you are doing".

The supervisor sees time as the pivotal factor to be reckoned with in getting done his or her own job and the jobs of his or her subordinates. Good time management is one of the characteristics of good supervision, and there are a number of points that every supervisor should know and remember when trying to make the most of the most valuable resource available to him or her. "When the right things get done, time takes care of itself".
These points may be considered as:
- Time is money
- Time is irreversible
- Time equal for all
- Time can be maximized
- Time can be wasting

**Time is money:** This proverb is as true as it is old. Supervisors must realize that it is as valid for their time as it is for their employees. Delay in getting a project completed or a decision made can result in a substantial decline in profits for an organization. “When considering time-saving technology for your office, ask yourself: Is the technology worth the investment of your time and money?”

**Time is irreversible:** The standard dictionary definition of time underscores the fact that it cannot be reclaimed. Hence, lost time represents a major source of waste for any organization. “Procrastination (putting things off is never a good thing, and the chronic stress of having to work feverishly on tasks to make up for lost time as the due date approaches is simply unhealthy.”

**Time can be maximized:** Those who have time to get their work done and who also have time to enjoy non-work related
activities have learned the difference between quality and quantity. They make every minute count.

There is no magic formula to making the most of time. It is a skill developed through study and practice. "The job of management is to achieve the common objectives with the resources available."\(^{21}\) The learning process is an individual thing, but there are some basic tools and concepts that can help. As a supervisor one need to know about the techniques that have been successfully used by other managers to maximize their use of time. "Time management is a field that is awash with shiny systems"\(^{22}\)

One should keep in mind as he reads these suggestions that different techniques work for different people. What may be good for one person may not be good for another. Ones job is to pick the ideas that fit his style and will benefit him the most. But it should be remembered that, the problem is not the lack of time. Everyone has the same amount. Nobody has more than the other. The important thing is how it's used. "Timeliness is an important aspect of time management"\(^{23}\)
1.1.5 STUDIES ABOUT TIME:

Jobs differ from one another and so do men. In order to find a common ground for setting standards and for evaluating the efforts and outputs of men, it was necessary to begin the analysis on a very elementary level. Originally, production studies were used. These represented situations where the worker was constantly observed over a long period of time. The approach can be compared to 100% percent inspection. Both the job and the worker were studied with patient detail. This method has such shortcomings that it is now almost a historical curiosity. The primary weaknesses are high cost, unreliable results, and belligerent subjects.

The 100 percent sample, as in almost every situation where it has been used by the production management field, eventually gave way to sampling procedures. Present-day time studies are based on sampling methods derived from developments begun in the 1920's. Manpower sampling procedures have a similar history to those previously described for the materials control area. Instead of tracking the worker continuously for long periods of time, time study methods by obtaining a sufficient sample of observations, attempted to answer such questions as: How long does it take to do a job, and what is the expected
daily output of a worker? "We are living in a period of the time-
famished; we are hurried and harried with no end in sight." ^24

First, the time study man observes the over-all job. Next he
breaks the job down into basic elements. These, when added
together from the job cycle. This cycle should be relatively short
and repetitively used. It will constitute the major portion of the
worker's job. For long-cycle jobs, time study methods are
difficult to apply. "Within practical limits the times required of all
expert workers to perform true fundamental motions are
constant."^25

1.1.6 TIME KILLER:
Time can be wasted. The list of contributing factors is almost
endless. Ironically, many of the modern-day technological
advances that make our lives much more productive and
comfortable are also the major time grabbers. Example
includes the computer, copy machine, and ubiquitous
telephone. Even the same may be true for the outdated
information's as MacDonald has stated also, "Obsolete contact
information can waste your time and may also result in lost
business."^26
Avoid time killers is the way of minimize the redo works. Even MacDonald has the same idea regarding the time killers in education, she states: "Procrastination is a common problem for students in higher education." Procrastination is often a euphemism for improper prioritizing, people do what they want or feel the need to do. So, in many cases people will spend time of the more pleasant or immediately rewarding tasks. This may happen by breaking down the tasks into smaller portions. Be very clear about the reasoning behind the priorities and do double check to ensure all on the team agree not only on the tasks, but on the importance of each task and the benefits of completing it on time. In this regard MacDonald has noted: "Break the task down into smaller, more manageable chunks, and set yourself mini-deadlines by which you need to have completed each part of the task."^27

The phone rings until somebody answers it regardless of what else he is doing. If one is involved in top-priority item discussion, put the phone on hold so he doesn’t hear it ring. Otherwise, use a caller ID feature so that anyone comes to know who is calling, allowing taking important calls and letting the others to the voice mail, or have an administrative assistant or secretary intercept the calls. Dedicate a period of time each day to return the calls-about a half an hour is usually sufficient.
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Others find it pleasant to drop by for a casual chat, usually when one needs it least. Arrange the office furniture so that when someone is deeply involved in a task or on the computer, his back is towards the door. This will discourage the most casual drop-ins.

"Mathematical techniques are available that enable managers to adjust their forecasts for seasonality. Forecasts allow managers to make both strategic decisions, like whether or not to expand the facility, and operating decisions, such as when to schedule personnel, use temporary student employees, and even take a vacation. Effective managers often analyses the time or any other variable under consideration across specific time intervals and sales pattern over time."^{29}

The top time wasters:

1. Telephone interruptions
2. Drop-in visitors
3. Meetings (scheduled and unscheduled)
4. Crises
5. Lack of objectives, priorities and deadlines
6. Cluttered desk and personal disorganization
7. Ineffective delegation and involvement in routine and detail
8. Attempting too much at once and estimating time unrealistically
9. Lack of unclear communication or instruction
10. Inadequate inaccurate or delayed information
11. Indecision and procrastination
12. Confused responsibility and authority
13. Leaving tasks unfinished
14. Lack of self discipline

1.2 WHAT IS TIME MANAGEMENT?
Time is crucial factor in most business transactions. The question is not merely one of making decisions but doing it at the right moment. The more important and emergent a problem, the greater is the need to tackle it methodically. The executive has to strike a balance between taking hasty decisions and taking decisions too late. In decision making vacillation should be avoided at all costs as it ruins the effectiveness as well as the image of an executive. When there is no clear perception of the problem and additional facts are needed, decision making has necessarily to wait till the picture is clear enough.
Executives and managers must learn to manage the use of their time. As one move up the organization into more senior posts, one gradually acquires more control over his own time. As the authority to choose tasks and to make decisions increases, do does the authority to organize our own time. But it creeps up on one gradually, and one often slip into habits that may be holding one back – without his realization.

Peter Drucker has noted that one of the five habits common to all effective executives knows where their time goes and where it should go. The practice of time management is a habit which can be learned. "There are only two ways. To approach time management, you will either focus primarily on the results you intend to achieve, or you will focus on the activities you are doing." 30

The area of time management is rapidly becoming more important in both the private lives of individuals and in the corporate structure, especially pertaining to managers, from top administrators to first line supervisors. Good management of time is beneficial in terms of both cost savings for projects and also the use of an organization’s most valuable resource—people." I eventually came to the conclusion that no success is possible without excellent time management skills." 31 In the
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words of Peter F. Drucker, "time is the scarcest resource and unless it is managed nothing else can be managed."

1.2.1 The habitual use of time:
Man is indeed a creature of habit. The way we spend our time is largely habitual. Most people do not really consciously think about how they are spending their time. Time management expert Merrill E. Douglass says about habitual time use:

Learning occurs in many ways. One way is by trial and error. Many successful executives and managers have learned to solve their time problems in this manner, as evidenced by the amount of "how to" literature that has appeared in the past ten years on time conservation. A preferable way of learning is through a methodical, systematic approach to the problem. "Seventy years ago, the time-and-motion study made traditional cost accounting possible."^32

Time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion so that completion is reached in the appropriate amount of time. Calendars and day planners are common examples of time management tools.
"You have to understand time management and make a little effort to do things like: Plan, organize, review, rearrange, sort, think, "\(^{33}\)

There are few points which can be considered as the values of time management that can help the executives to perform their tasks. Adair et.al stated these values as under:

**"Ten principles of time management:"

1. Develop a personal sense of time
2. Identify long-term goals.
4. Plan the day.
5. Make the best use of your best time.
6. Organize office work.
7. Manage meetings.
8. Make use of committed time
9. Delegate effectively
10. Manage your health."\(^{34}\)

**1.3 NEED FOR TIME MANAGEMENT:**

What ever discussed earlier is about the time, the issues related to time and time management. Where does the time go? How time flies. If, only one had more time. These are often
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the statement made about the much neglected management resource-time.

The main issue of this research is on time and the administration of it in the large scale manufacturing industries, in order to find whether the consumed time in core departments is according to the predefined tasks or not. If not! What are the causes? Thus, researcher intends to discover the barriers, and consequently discover how the time should be utilized to achieve the maximum yield for the handed over jobs, which is the main target in such type of organizations.

As a result, some intellectual barriers in spite of the performance of HR department in Large Scale Industries have aroused. Thus, researcher is persuaded to study the management of time to discover any probable shortage of time or mismanagement of time being materialized in such enterprises. To achieve this goal, researcher has to find out different approaches regarding someone in the departments as well as organization, and whether such person is able to control time precisely or not.

There are certain problems in different organizations especially large scales. Problems might be due to lack of a qualified
person to access whole department and its processes to determine the time consumption in each level. The dilemma, and one of the most important factors in the human resource departments as the heart of the organizations, which cause a severe problem for the entire process of works, is career growth planning being well thought-out by the organizations for them. A proper career planning has to be considered in order to avoid change factor in the process of work. There has to be a proper team including time usage administrator (TUA), time administrator (TA) and time manager. Characteristic of a time usage administrator can be specified in different steps as follow:

1.3.1 Classify the employees according to their responsibilities.
1.3.2 Qualify the employees.
1.3.3 Examine the employees-ability while handling the job.
1.3.4 Train the employees.
1.3.5 Clarify handling the job on time for the employees.
1.3.6 Rectify employees’ problem to be just in time.

Therefore; researcher is trying to take into consideration the most reliable tasks, the time usage administrator roles as a base for the time manager to evaluate whether, those roles are
Managers who have mastered time management stand out a mile for being able to achieve more in every day than most other managers achieve in a week. And the most effective also get to spend their evenings and weekends with their family and friends, rather than being stuck in the office trying to clear the backlog of work. (Backlogs are for people who can't manage their time.) Managing time at work is becoming increasingly difficult, as rising expectations and new technology place extra demands on workers. It is essential to keep abreast of time management skills, and to recognize the latest trends and new developments in the field, in order to achieve maximum effectiveness in those 24 hours a day.

As the job of the manager and the employee becomes increasingly complex with the introduction of new methods, new policies, new procedures, tighter planning and control systems, it is essential that we review how effective we use the time at our disposal. Time management is concerned with the activities, concepts, and techniques employed in deriving the best ultimate value of every rupee spent in the management of resources. When emphasis was on the resource of time, the
term time management was used to describe the business and managerial responsibilities. The term time management is more applicable today because of equal emphasis on providing and securing a larger measure of prosperity and happiness for the working people. "You need to learn to manage your time to enable you to do so, regularly, in the future."³⁵

Time is something that one can not save. One simply loses more and more of it as the day progresses. By the end of the day there is none left to use! The key to using time effectively is none but through better time management. Time management is similarly to good work habit. To make best use of time simply means achieving the maximum output in the time available. "We are familiar with the techniques that will allow you to get the necessary information to the people who need it. Time management will allow you to get done the things that need doing."³⁶

When several projects are managing at once, time management becomes even more important than ever. It is specially recommend that trying to avoid multitasking, because it increases the setup time and decreases the productivity. So, try to concentrate on one thing at a time and get it done. This is nearly impossible to do in some situations. There are so many
people making demands on others that they really can't protect their time from interruptions, but the more one can do so, the better it will be. It isn't a matter of remaining to any principle absolutely, but to approximate it as much as possible. "Time management techniques will allow you to get done the things that need doing. This includes having time to have a life. Remember whoever controls your time controls your life. Good time management techniques reduce stress in the middle of conflicting priorities."  

Until the manager understands how the time is being spent, it is not possible to choose among alternative ways of using it. Somehow the manager must find out where the time presently goes. The most commonly accepted procedure is an analysis of an individual's time use from data taken over a typical time period. This is the first planning principle, the principle of time analysis. Douglass also says "The problem is not a shortage of time, but how we choose to use the time available to us"  

The basis of time analysis usually takes the form of log in which an individual's daily activities are recorded against time. Each 15 minute interval of the manager's workday should be recorded and an attempt made to account for all time used. After sufficient recordings are made to enable the manager to
performing the analysis, the manager usually finds that considerable time is wasted or is unaccountable for because of procrastination, interruptions, lack of a plan or other reasons.

1.4 SIGNIFICANCE OF TIME MANAGEMENT:
As, its brought earlier in this chapter, time can be considered as a valuable material which may never come in one's hand in the same circumstances, if it's gone away. Therefore, managing it needs a good administration which might have never been the goal of the research for any kind of similar work in this field. Here, the researcher has tried to notably enlarge the magnitude of time management in the form of the significance.

1.4.1 Limiting Availability:
The most important factor in all types of large industries is the effortless availability of personnel in the various sections of company, to visit. So, this act itself may cause interruption in the middle of the work being done, and redo of the work might be necessary. Since, the person being visited may need to review the whole process of activity being involved in, in order to synchronize his thought on it once again. "You have to learn to limit your availability". So, it is strongly recommended to limit the personnel availability to avoid any probable disturbance, which results in wastage of time.
1.4.2 Limiting duration

From employees / workers point of view a delegated work / job has to be done. But more important is the time period calculated for, and how to manage the course of action to achieve the estimated time. It is quite obvious that the job which needs one day time to finish, if takes a week is not worthy anymore. As, the time consumed would be divided by a not increasable benefit.

e.g. \[ T = \text{the Variable considered time for a job to be done} \]
\[ I = \text{the Non-variable Income considered for a particular job} \]
\[ R = \text{the actual Revenue} \]

\[ \frac{T}{I} = R \]

1 Day / Rs. 1 Lac. = R 1 Lac.

Therefore: if \( T \) increases and as \( I \) is a constant consequently \( R \) decreases.

Now, imagine that instead of 1 day the job takes time for 7 days

\[ 7 \text{ Days} / \text{ Rs. 1 Lac.} = R \downarrow \text{i.e. } 0.142857 \]

1.4.3 Limiting importance

Since, it's clear from the title as a significance of the time management. There has to be a degree for the consumption of
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time according to the importance of the work. It is good to consider all the responsibilities important but, whether all of them have the same level of involvement? Apparently not! Therefore, one should assign a degree of importance to the undertaken tasks. Accordingly, the precedence of the tasks can be managed; so, consequently one can put more time on more important tasks.

1.4.4 Limiting involvement
Delegation of authority is one of the main factors of a good management, which must be considered as a skill. One can be involved in many tasks. But there has to be a limit for the involvement. When the tasks are delegated to others, though still there is a level of participation, but it would be limited to some extent, and such limitation would cause the save of time for the manager, which the saved time can be managed for some other tasks, that the manager must be involved fully and personally. Such type of involvement can be extended to the subordinates according to their level of responsibilities.

1.4.5 Limiting standard
Standard is a degree or level for the performance of the tasks, which are mostly available in the rules and regulation of the organizations. But even if, it is not considered for some tasks,
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one may judge it according to the other responsibilities, which are standardized. Such type of judgment may cause a great deal of time that may only be performed by doing it well enough. This can be considering as a significance of time management which should be emphasis to the subordinate.

Designing new products and getting them to market quickly is the challenge facing manufacturers in industries as diverse as computer chips and potato chips. Customers of computer chip manufacturers, such as computer companies, need ever more powerful semiconductors for their evolving product lines. Food producers need to provide their grocery store customers the new taste sensation to sustain or enlarge their retail marker share.

How manufactured products are designed and how the process to producer them is selected are the focuses of this paragraph. As shown below, three major functions are involved in these activities: marketing, product development, and manufacturing. Marketing has the responsibility for suggesting ideas for new products and for providing product specifications for existing product lines. Product development has the responsibility for moving the technical concept for the product to its final design. Manufacturing has the responsibility for selecting and /or
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configuring the processes by which the product is to be manufactured.

The production development activity provides the link between the customer needs and expectations and the activities required to manufacture of the product. We will learn about the modern requirement for a speedy development process. Further, the process must be responsive to changing customer expectations and dynamic technological innovations. Finally, the process must cater to diverse local preferences in a global market place.

![Diagram of Production Development Activities]

The company will have to contract for manufacture or build or rent a full-scale manufacturing facility. Plant size will be a
critical decision. The company can build a smaller plant than called for by the sales forecast, to be on the safe side. That is what Quaker Oats did when it launched its 100 percent natural breakfast cereal. The demand so exceeded the company’s sales forecast that for about a year it could not supply enough product to the stores. Although Quaker Oats was grateful with the response, the low forecast cost it a considerable amount of profit.

Another major cost is marketing. To introduce a major new consumer packaged well into the national market, the company may have to spend between $20 million and $80 million in advertising and promotion in the first year. In the introduction of new food products, marketing expenditures typically represent 57 percent of sales during the first year.

In commercialization a new product, marker-entry timing is critical. Suppose a company has almost completed the development work on its new product and learns that a competitor is nearing the end of its development work. The company faces three choices:

1- First entry: The first firm entering a market usually enjoys the First mover advantages of locking up key distributors and
customers and gaining reputational leadership. But if the product is rushed to market before it is thoroughly debugged, the product can acquire a flawed image.

2- Parallel entry: The firm might time its entry to coincide with the competitor’s entry. The market may pay more attention when two companies are advertising the new product.

3- Late entry: The firm might delay its launch until after the competitor has entered. The competitor will have borne the cost of educating the market. The competitor’s product may reveal faults the late entrant can avoid. The company can also learn the size of the market.

The timing decision involves additional considerations. If a new product replaces an older product, the company might delay the introduction until the old product’s stock is drawn down. If the product is highly seasonal, it might be delayed until the right season arrives.

The company must decide where to launch the new product in a single locality, a region, several regions, the national market, or the international market. Most will develop a planned market rollout over time. For example, Coca-Cola launched its new
Citra, a caffeine-free, grapefruit-flavored drink, in about half the United States. The multistage rollout, following test marketing in Phoenix, south Texas, and south Florida, began in January 1998 in Dallas, Denver, and Cincinnati. Company size is an important factor here. Small companies will select an attractive city and put on a blitz campaign.

They will enter other cities one at a time. Large companies will introduce their product into a whole region and then move to the next region. Companies with national distribution networks, such as auto companies, will launch their new models in the national market. Most companies design new products to sell primarily in the domestic market. If the product does well, the company considers exporting to neighboring countries of the world market, redesigning if necessary. Cooper and Klein Schmidt, in their study of industrial products, found that domestic products designed solely for the domestic market tend to show a high failure rate, low market share, and low growth. In contrast, products designed for the world market—or at least to include neighboring countries—achieve significantly more profits, both at home and abroad. Yet only 17 percent of the products in Cooper and Klein Schmidt’s study were designed with an international orientation. The implication is that
companies should adopt an international focus in designing and developing new product.

In choosing rollout markets, the candidate markets can be listed as rows, and rollout attractiveness criteria can be listed as columns. The major rating criteria are market potential, company’s local reputation, cost of filling the pipeline, cost of communication media, influence of area on other areas, and competitive penetration.

Within the rollout markets, the company must target its initial distribution and promotion to the best prospect groups. Presumably, the company has already profiled the prime prospects, who would ideally have the following characteristics: they would be early adopters, heavy users, and opinion leaders, and they could be reached at a low cost. Few groups have all these characteristics. The company should rate the various prospect groups on these characteristics and target the best prospect group. The aim is to generate strong sales as soon as possible to motivate the sales force and attract further prospects. Many companies are surprised to learn who really buys their product and why.
The company must develop an action plan for introducing the new product into the rollout markets. To coordinate the many activities involved in launching a new product, management can use network-planning techniques such as critical path scheduling. Critical path scheduling (CPS) calls for developing a master chart showing the simultaneous and sequential activities that must take place to launch the product. By estimating how much time each activity takes, the planners estimate completion time for the entire project. Any delay in any activity on the critical path will cause the project to be delayed. If the launch must be completed earlier, the planner searches for ways to reduce time along the critical path.

1.5 AIMS AND OBJECTIVES OF THE STUDY:
The main objective of this Research is to study time management in large scale manufacturing industries in and around Pune. With this main objective in mind, the study has following other objectives:

1- To study the need and significance of time management.
2- To study time management techniques adopted at international and domestic sphere.
3- To study the role of time management in large scale industries in Pune.
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4- To study the time management techniques adopted in core departments of large scale industries in Pune.

5- Time management system prevailing in large scale industries in Pune.

6- To recommend and give proper suggestion and techniques to prevent or rectify the found barriers for better management of "time" in large scale industries in and around Pune.

7- To develop a model for managing time effectively for the success of large scale industries in and around Pune.

With these objectives in mind collection of information through questionnaire and other primary sources started. The initial stage was the selecting the sample out of the existence manufacturing industries in and around Pune city, which is the area of the research.

1.6 RESEARCH METHODOLOGY AND DATA SOURCES OF THE STUDY:

In methodology, the power of a method is inversely proportional to the generality of the method, i.e.; the more specific the method, the more powerful. Without method, one left with chance, chance is the opposite of method and one would have
a very disorganized would without methods and techniques. But, what is "Method"? Unfortunately method is a very ambiguous word, it's so ambiguous that it has been widely misused and misinterpreted in the fields of science and knowledge. Rozakis pointed out that "Before you begin your research; I recommend that you draft a working outline" so, we can make a distinction that outlining the work and having method would help to do well and save time as " Time, like money and hair, goes faster than you think."

The other ways are also possible. When one starts to think about a research project, a useful way of remembering the important questions to ask is to think of five 'Ws': What? , Why? , Who? , Where? , When? Once, one has thought about these five 'Ws' he can move on to think about how he is going to collect his data. Data can be collected in two different ways:

1. Qualitative
2. Quantitative

These two method would clear the path for the researcher that how he wants to move ahead about his research project. "When you start to think about your research methodology, you need to think about the differences between qualitative and quantitative research."
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In the new concept of management time has invoked an interest of several thousands of developers and researchers. Since it has occupied the most range of the applications in our daily life; thinkers are motivate to find proper use and effective ways of managing time.

There are several sites, magazines, books and articles that can be used to study different techniques of time management whose names are mentioned in bibliography. In the world of management with all its different aspects, there are always the possibility of innovation and emergence of new theories compared to previous ones, which has resulted in the flexibility of the achieve the exact result out of the research work it must be assumed that the on-going administration performance is not a satisfactory one and incompatible with the international standards; therefore; the research study should be in the framework as follows:

1.6.1 Concept and Research Method:
There is no better example of the power of a method than the results produced by the scientific method throughout the development of modern civilization. Through, a search of the issue on the value of a method one may find valuable results.
1.6.2 Stages of the Research:
Generally, researcher understood to follow a certain structural process. Though step order may vary depending on the subject matter and researcher. The following steps were part of this research study:
1.6.2.1. Formation of the topic
1.6.2.2. Hypothesis
1.6.2.3. Conceptual definitions
1.6.2.4. Operational definitions
1.6.2.5. Gathering of data
1.6.2.6. Analysis of data
1.6.2.7. Conclusion, revising of hypothesis
The hypothesis of the study allowed prediction and within the accuracy of observation of the time, the prediction is verified. In further research work may arise new hypothesis. So, any further study may not result the same outcome as it has got in this study.

1.6.3 Method and Data Collection:
As a method of data collection primary and secondary sources would be considered in this study. A survey method, which would be used in this study, will help researcher to acquire key points, where any kind of modification would be necessary.
For collecting data and information, the present study will rely on the following sources:

- **Primary Sources:**
  Such as: Questionnaires, Interviewing, and Observations.

- **Secondary Sources:**
  Here, researcher has used published books, previous researches, previous studies as well as magazines, journals etc.

The plan is to select the large scale manufacturing industries in and around Pune through a simple random sample method for the research then arranging interviews and various types of questionnaires to be filled by the companies' personnel in different positions that would be a key source for data collection.

The period of this research involves the epoch from the year 2001 to 2006 (for the last 5 years) being studied for the large scale industries of Pune city which is one of the industrial zones in India that has got an international reputation due to its strategic location, climate, and means of transportation (Air, Rail, and Road). According to the MCCIA the number of industries in Pune would increase.
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The Govt. of Maharashtra has considered various industrial zones near Pune to make it a great power of production in Maharashtra. The level of large scale industries in the form of assembly and production are vastly scattered in these zones. So, these evidence and all the other reasons have persuaded the researcher to carry out her Research work on such a unique atmosphere, which has got the international standards for the target of this research work as large scale industries.

1.7 COLLECTION OF PRIMERY DATA:
The primary data is those which are collected afresh and for the first time, and thus happen to be original in character. The secondary data, on the other hand, is those which have already been collected by someone else and which have already been passed through the statistical process.

The collected primary data during the course of doing experiments in an experimental research but in case we do research of the descriptive type and perform surveys, whether sample surveys or census surveys, thus we can obtain primary data either through observation or through direct communication with respondents in one form or another or through personal interviews. This, in other words, means that there are several methods of collecting primary data,
particularly in surveys and descriptive researches. Important ones are:
I. Observation method,
II. Interview method,
III. Through questionnaires, and other method.
"Primary sources are absolutely fundamental to history."^43
In this stage the researcher has collected all information of the large scale manufacturing industries in and around Pune city. Through collecting the primary data from these units, and adopting the sampling techniques, researcher has provided some questions via questionnaires. So, collected questionnaires would help the researcher to find out the barriers of time management in these units through a better prospectus.

1.8 COLLECTION OF SECONDARY DATA:
A secondary source is a study written by a scholar about a topic, and using primary sources and other secondary sources. The secondary source were selected for the biography and historical figure in which the researcher constructed a narrative out of a variety of primary source documents, such as books, journals, diaries, newspaper accounts, photographs, and official records. List of the secondary sources are brought in bibliography.
In addition to whatever mentioned above researcher tried to find whether the collected had these characteristic or not:

1.8.1. Adequacy of data:
In order to have a complete survey researcher arranged a Multi task questionnaire to have a perfect idea for any further academicals purpose (paper, seminar, etc.).
So, the collected data which were unused on this study would be utilized only for academic purposes. Therefore adequacy of data is one of the major aspects considered by researcher in secondary method of data collection.

1.8.2. Reliability of data:
Testing the reliability of data is one of these characteristics, Which were measured by the researcher in the process of data collection for this study. Below there are few questions, which researcher has considered for achieving this goal:

1.8.2.1. Who collects the data?
1.8.2.2. What is the source of data?
1.8.2.3. Methods of data collection are proper?
1.8.2.4. Is time considered as a factor for data collection?
1.8.2.5. Is there any consistency of collected data in different sources?
1.8.2.6. Integrity level is defined?

1.8.3. **Suitability of data:**

Another characteristic of data collection; appropriateness of data plays and important role because if the collected data is not fit with the content of the research subject then it is called and unsuitable data, which one should avoid of such type of data. All collected data were examined by various terms in their classification at the time of collection from the original source. In the same way, originally a broad study was done for the scope, object and nature of the data and type of enquiries by the researcher, under supervision of the supervision of the research guide.

As this chapter refers to the international and domestic sphere of time management there are various mottos regarding the time management internationally which can have their influence in our daily life. Here’s some old advice that gets better with age.

1- Being every day with a list of things to do in writing.
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2- Add the names and phone numbers of people that must be called.
3- Using numbers prioritize every item on the list.
4- If the list is long start with a six-pack. Prioritize the six most important items on the list.

Consequently, in the large domestic industrial sphere the plain method of time consideration is practical. The simplest method which is customary in such organization is the basic method for controlling the time, which is used by them for a long time. Like punch card, time chart, etc.

Now, the most important factor which researcher tends to infer is that there is not a person who can control the usages of time in each and every sections of a department. One who can delegate a specific unit of time to be consumed in the various sections or personnel. Such type of controller can be considered as **Time Usage Administrator**

1.9 HYPOTHESES OF THE STUDY:

*Time management* plays a key role in success of large scale manufacturing industries. So, the Hypothesis to be discussed in this study are as follows:

1.9.1 Under or over utilization of "time" causes improper flows of work.
Managerial functions are performed effectively by following time management.

Unpredictable environmental situations, lack of authority and segmentation causes improper implementation and delays in output and progress of industry.

Any under-utilization of the available resources would be detected due to mismanagement of time.

There is an overload of work on the employee due to scarcity of time.

There is improper discipline and lack of control in consumption of time.

There is no availability of skills or there is no possibility of substitution in manpower which affects time at work place.

**1.10 SCOPE OF THE STUDY:**
The present Research is confined to the study of Time Management in Large scale Manufacturing Industries in and around Pune city as an immense location of all types of local and global manufacturing organizations. Further more, it is considered large, as the time typically would go waste where the number of persons being involved in various departments
increases. So, the scope of the study would be picked from such type of industries.

The model of study contain of:
- Manufacturing Companies
- Large Scale
- In and around Pune

Here, Researcher has attempted for 50% of large Manufacturing industries in and around Pune. therefore, Maharashtra Chamber of Commerce, Industries and Agriculture (MCCIA) as a governmental organization located in Pune city was the best reliable source for the research study to obtain valid data regarding the number, type and scale of the organizations in and around Pune city. So, the collected data from, Industrial & Commercial Directory of Pune, published by MCCIA in 2002, concerning the sampling of study.

Selecting large organization is considered according to the definition of small scale given by Govt. of Maharashtra. "For Large Scale (LSI) Units, Hotel Units, and for Information Technology units, Biotechnology Units and Non-conventional energy units exceeding the investment ceiling prescribed for SSI the application should be filed with SICOM Limited."
therefore, Small Scale Industry (SSI) government definition is: "An industrial undertaking in which the investment in fixed assets in plant and machinery whether held on ownership terms on lease or on hire purchase does not exceed Rs. 10 million" hence, any Unit beyond the SSI limitation can be considered as medium or large scale industry.

Table: 1.10.1 Total Distribution of Organizations in Pune

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Number of Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.T. Ser. Man.</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>63</td>
</tr>
</tbody>
</table>

Table: 1.10.2 Selection Sampling of Large Manufacturing Org. in Pune

<table>
<thead>
<tr>
<th>Type of Organization</th>
<th>Total Number of Large</th>
<th>50% Large</th>
<th>Selected Total Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>39</td>
<td>20</td>
<td>22</td>
</tr>
</tbody>
</table>

In the table 1.10.1, total number and various types of organizations in and around Pune city are brought, which out of that the total number of Manufacturing industries as well as selected ones has brought in table 1.10.2.
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As the result of this chapter, there are different type of approach and definition about the time and the main thing which has to be focused is how, where, and when to use the time in order not to waste as well as control over the work during the procedure.

The best way of control and manage all the work to be done for a day is time management and it’s technique to minimize the time taken. Time killers must be minimized time savers maximize. By following the principle of time management and other factors it is possible to increase the productivity of the company at large scale.

To achieve the organizational objectives and continuously improve its performance the skill of manager in different way is very helpful. Although the individual action and the team goal are required but the main person who is playing the key role is the manager. Identifying the rises problem and take the right decision on time is another factor." Being busy is no substitute for being successful."46

1.11 LIMITATION OF THE STUDY:
This research is limited to Pune district. Hence, there might be some limitation in the data collection and may lead to some other result, if one is going to follow such type of the study
some where else. So, the research work done over here may
not have the same objectives and same achievements, if it is
going to be investigated in another part and some where else.
Time is one of the most important factors for the study. The
time considered for data collection of this study is 2006-2007.
Therefore, another research work in the same field may not
give the parallel result if it is going to take place some other
period of time.

This study has been done for the Large scale organizations.
Consequently, it may lead to some other result in different or
smaller atmosphere.

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