Chapter Seven

Conclusion and Suggestions

1. Introduction
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7.1 INTRODUCTION:
There are several points that can be considered as an initial suggestion for better management of time for everybody as well as manager concluded from the present research work.

-Schedule the day. Schedule the appointment and always go for appointment and have correct name of the person who appointed along with the contact number.

-Attend the meeting on time and let finish on time. Try to look at the briefcase before leaving home to meeting. Carry a pen or pencil, a piece of paper, business card and the calendar. Agenda of the meeting should be prepared before that.

-Leave morning for thinking and those works which required more concentration on them, because morning hours are precious. Don't let others to interrupt the work by having a secretary. Having a voice mail can save the time. "studying for long half-hour blocks of time makes one increasingly ineffective. Avoid the temptation to take longer breaks by establishing a routine-for example, make a cup of tea, or take a short walk through the library."
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7.2 SUMMARY:
Here, all the findings of the sixth and the rest of other chapters would be summarized and the concise result in the form of conclusion would be contributed for the same. Summaries of all six chapters give a brief idea about the whole research work and the obtained result to the reader of this research in order to have a precise thought of the work done.

This part of the study can be considered as outline, for the whole process of the research done. Thus, it should preserve the primary data as well as the researchers' approach. So, the issues brought under this part are summarized and concluded from findings of the collected data in this research study.

Whole process of the research work is based on few points, which made researcher do investigation on this topic. The role of Time was the main point, but the performance of the Managers was another major task. So, researcher formulated the topic at first. Then, preliminary studying regarding the topic started to find weak and strong points. Few interviews with Managers were arranged along with observation to clear the idea.
In summary of chapter one, there are different types 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 and 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 ways 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. Hypothesis of the study, research methodology, objectives of the study, and scope of the study are included in first chapter." Being busy is no substitute for being successful."
As the chapter two refers to the history and principle 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.
2- Add the names and phone numbers of people you must call.
3- Using numbers prioritize every item on your list.
4- If your list is long start with a six-pack. Prioritize the six most important items on your list.

Consequently, in the large domestic industrial sphere a 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.
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Such type of controller can be considered as Time Usage Administrator.

As a brief idea about chapter three, all selected large scale companies names including their profiles are brought in this chapter.

In chapter four, Characteristic role of time management in human resource department helps managers to be in close deal with the workers at any level. By using the scheduling software, and with a simple click, the managers can quickly and efficiently; analyze job coverage for the entire organization. Consequently, in an information technology department of a large company, an activity can be defined as chunk of work. Therefore, three major constraints can be considered for I.T. as:

1. Time Limit
2. Cost Budget
3. Quality Standards

A marketing manager role also can vary significantly based on a business size, corporate culture, and industry context. Even
in the manufacturing process the goal is to reduce as much waste as possible.

Accordingly, the managers were asked for each and every major role. The time and motion study of the employee in the company, and even just in time and other techniques of the time management are considered in third chapter.

In the fifth chapter, the researcher has tried to evaluate the present day time management techniques as well as all various aspect of time management to be considered in core departments of the large scale organizations.

Hypotheses of the study were analyzed at the sixth chapter. Few sets of questionnaire as a tool of data collection were arranged in order to study the subject of the research work from managers of various departments with different approaches and point of views.

As, this study involved large scale manufacturing organizations in and around Pune, therefore the survey is categorized to the core departments of the organizations which name of them are as follows:
Firstly, In order to achieve a reliable response from managers they were convinced, through an explanatory text, which was added to the top of the general questionnaire to clear the study's objectives. All sets of questionnaire were distributed among managers of the core departments.

One set of questionnaire distributed among the Human Resource management itself. Collected data were evaluated from each and every groups of respondents' perspective to examine the validity of information. Evaluated data were depicted in the form of tables, charts and figures. Subsequent issues provides conclusion of the study provided in each and every chapter as well as this chapter.

This is clarified when; position of Time Usage Administrative is identified in organizational placement.
As it is referred to section 2.5 figure 2.4 as organizational placement of Manager, the researcher has come up with new models for the organizational placement of Time Manager, and Time Usage Administrative which can help the Divisional vice president in supporting the smooth flow of work, which is the main target of the large organizations.

The growth production of the organization can be affected by the various factors related to the time management technique being used in the departments as a major cause.

Today, the lack of development in a manufacturing level is tough enough to remain present in the competitive market. The growth of production in the large scale manufacturing organization is noticeable. Since, it is brought in the tables; growth production has got a perfect move up during the demonstrated years.

CONCLUSION:

The researcher has presented conclusion which is the outcome of evaluation and analysis of primary data collected from questionnaire. As mentioned earlier three type of questionnaire
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was prepared and distributed to different respondents which accordingly following is the outcome of the same.

(I) Questionnaire A
(II) Questionnaire B
(III) Questionnaire C part one
(IV) Questionnaire C part two
(V) Questionnaire C part three
(VI) Questionnaire C part four

(I)
In questionnaire A (for all the respondents) researcher has collected some general information regarding scale and type of the organizations and also gender, age, qualification, designation and year of experience for all the respondents. Researcher should clearly mention that during data analysis, it is found that some of the demographical indexes are essential since they affect some parts of the hypothesis and some of them do not. But researcher has
attempted to consider all different factors while preparing questionnaires. This information is gathered in order to evaluate the reliability and validity of the study, which can be referred as follows:

1. 100% respondents from large scales.
2. 100% respondents from Manufacturing Industries.
3. out of 88 respondents 85% are Male and 15% are Female.
4. Around 74% respondents are between 31 to 45 years old which can be a perfect Avg. for all large scale organizations.
5. Around 81% of the respondents are graduated or above and the remaining 19% are Under Graduate. This can be considered as reliability for the survey.
6. Around 67% of the respondents are Manager and the rest 33% are Senior Manager, in large scale organizations.
7. Around 36% of the respondents have got experience between 2 to 5 yrs. Which it's raised to 41% for experience between 5 to 10 yrs. and 23% are above 10 yrs. experienced.
Here, researcher can strongly acknowledge that the consequence obtained from this study is perfectly valid, since the data is collected from a qualified group of respondents. Moreover all respondents are experienced which provides a better conclusion, as this factor itself can emphasize the reliability of the information.

With hint to the mentioned embellishment of the respondents, researcher endeavors to fetch the deficiencies or ascertain an enhanced method of Time Administration for all large scale industries.

(II)

The questionnaire B (Especially for HR. Managers.) has distributed among HR Managers. In this group of respondents researcher has tried to achieve the importance of Time Management as scale for the effect of time consumption on the outcome of the organization. Consequently, in table 6.7.6.5 such magnitude has a significant through Chi-Square test with the degree of freedom 2. Therefore, from the test, researcher infers that Time Administration is an essence for all large organizations and has to have a team as Time Management to
control time. Finding will provide proper information for all large organization

1. 100% of the respondents in all large scale organizations of this category agreed for the need of Time Manager(s).
2. 91% of the respondents out of the total No. of this category had working employee between 10 to 50 prs. in HR department.

Organizational Turnover for the year 01- 02:
1. 4.5% of the organizations had Turnover between Rs.25~50 Cr.
2. 91% of the organizations had Turnover more than Rs. 100 Cr.
3. 4.5% Missing value

Organizational Turnover for the year 02- 03:
1. 4.5% of the organizations had Turnover between Rs.25~50 Cr.
2. 91% of the organizations had Turnover more than Rs. 100 Cr.
3. 4.5% Missing value
Organizational Turnover for the year 03-04:
1. 4.5% of the organizations had Turnover between Rs.25–50 Cr.
2. 95.5% of the organizations had Turnover more than Rs. 100 Cr.

Organizational Turnover for the year 04-05:
1. 4.5% of the organizations had Turnover between Rs.25–50 Cr.
2. 95.5% of the organizations had Turnover more than Rs. 100 Cr.

Organizational Turnover for the year 05-06:
1. 4.5% of the organizations had Turnover between Rs.25–50 Cr.
2. 95.5% of the organizations had Turnover more than Rs. 100 Cr.

Growth Production for the year 01-02:
1. 73% have given Avg. response
2. 22.5 % have given Great response
3. 4.5% Missing value
As most of the departments have got employees between 10 to 50, need of a Time Manager is a must according to the responses. The techniques being used in various organizations may result in different outcome among the employees and the workers who are dealing with that technique. One of the most important factors in time management as a main key of any organizations, which cause a severe problem for the entire process of work, is technique of time management for an organization.
Table 7.3.1 Time Management Techniques for the years 01-06

The points obtained from the responses and as it have declared in the above table (7.3.1) the organization growth production and turnover has got a direct relation with the use of MTM as a time management technique. Lack of a proper technique may lead to improper growth of the organization. A team, who can decide about the technique of time management to be used for the organizational growth in the departments and entire organization, will help the practice of time usage.

The questionnaire C part one (For HR. Managers.) has distributed among HR managers. In this group of respondents researcher has tried to achieve the importance of Time Management as a scale for the effect of time consumption on
the outcome of the organization. The set Questions being asked are considered according to the department discipline.

1. 73% of the respondents had Career Growth Planning.
2. 27% of the respondent did not have Career Growth Planning.
3. 64% of the respondents had Out Source as a TM Technique.
4. 36% of the respondents had MTM as a TM Technique.
5. 100% of the respondents had delegation of work to others.

It can be concluded that, the most of surveyed large organizations in and around Pune, do not have proper career growth planning, and if they rarely have, it is once in two years. So, In order to avoid change factor, such type of organizations have to use a yearly base career growth planning for all the departments as well as their employee's accordingly. Using an old technique of time management is another point which can affect managerial functions.

1 Change factor: it’s a factor which happens frequently nowadays, and it’s due to higher salary offered to the employees through different agents.
Questionnaire C part two (For IT. Managers).

This might be an executive or a manager from I.T. department who has proper control over the system of the organization or responsible for the system. He/She was another source for collecting data from the organization, which could have proper idea about the running system and had a key role in handling the system.

In this questionnaire researcher has tried to follow some circumstances which can infer the hypothesis as well as aim and objectives of the study. So, researcher has referred to the points, which have been more in demand by this study.

1. 73% of the respondents had immediate substitution.
2. 27% of the respondent did not have immediate substitution.
3. 50% of the respondents had given little response to electronic device help to manage time.
4. 50% of the respondents had given average response to electronic device help to manage time.
5. 18.5% of the respondents had given average response to delegation of work help to tackle another project.
6. 60% of the respondents had given great response to delegation of work help to tackle another project.
7. 86% of the respondents had specified time consumption for the employee to perform task.
8. 14% of the respondents had not specified time consumption for the employee to perform task.

Administration of time usage in large scale organizations requires a team for such a key task. So, Time Usage Administrator (TUA) and Time Manager (TM) can be member of this team to provide essential services to the employee at large. It is clear that Time Administrative should be qualified as per the task to be performed. Usage of PDA can reduce barriers as well as consumption of time. Delegation of work should not be neglected, as it has its own effect to tackle new task.

(V)

Questionnaire C part three (For Manufacturing Managers).
This might be an executive or a manager from manufacturing department who is responsible for the heart of organization. He/She was another source for collecting data from the organization, which could have proper idea about the product and the labor as a key role in department.
1. 46% of the respondents had given little response to facing delay in output.
2. 54% of the respondent had given average response to facing delay in output.
3. 18% of the respondents face under utilization of time.
4. 82% of the respondents face under utilization of time sometimes.
5. 55% of the respondents had given average response to take advantage of PDA.
6. 45% of the respondents had given great response to take advantage of PDA.
7. 50% of the respondents had daily work chart to trace company target.
8. 50% of the respondents did not have daily work chart to trace company target.
9. 10% of the respondents had given average response to multi skilled person help the workload.
10. 50% of the respondents had given great response to multi skilled person help the workload.
11. 40% of the respondents had given very high response to multi skilled person help workload.
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So, under utilization, improper discipline and lack of control in consumption of time in the departments affect the whole process of work and in another angel no availability of skilled manpower and possibility of substitution also affect time consumption. Use of PDA in Manufacturing Dept. where the distance is a barrier is compulsory. Use of daily work chart for all can help a lot.

Figure 7.1 Using PDA as a tool of time management

Source: www.googleimage.com

Training is one of the important factors, which helps the managers as well as employee to save time instead of wasting that. Generally, training in each and every organization especially in large scales are conducted by training department,
but better result would be obtained, when each member of such department does training in a way that majority of the trainer can act as, one who knows the task, and is in direct contact with trainees. This person can co-ordinate the team with Time Usage Administrator (TUA). Any under utilization of time like other resources would be detected due to mismanagement of time in the department.

(VI)
The questionnaire C part four (For Sales and Mktg. Managers) is distributed in sales and marketing departments as another core department of an organization. Sales and marketing are relating to each other and both are depend on market as well. Consequently those factors which affect the market at large will harm large organization also. Policy of large scale organizations can help the sales and marketing department to be survived in the pool of competitors.

1. 18.5% of the respondents had given negligible response to change of time management strategy.
2. 40.5% of the respondents had given little response to change of time management strategy.
3. 40% of the respondents had given average response to change of time management strategy.
4. 68% of the respondents had given great response to managing time with clients.
5. 32% of the respondents had given very high response to managing time with clients.
6. 50% of the respondents had given great response to time estimation help to deal with the clients.
7. 50% of the respondents had given very high response to time estimation help to deal with the clients.

The conclusion from data analysis is the time management strategy. It is one of the important factors, which helps the managers as well as employees to save time instead of wasting that. Generally, providing strategy in each and every organization especially in large scales is considered by policy makers, but better result would be obtained, when each time manager of departments is involved in the policy making committee and act as, one who knows the task, and is in direct contact with the process of work and employees. Such type of time consideration can be extended to customers also, as 100% of managers in Sales & Mktg. Dept. believe that time estimation as a tool can help to deal with clients.
Finally it can be said that:
Time management has a direct impact on performance of the organization at large scale manufacturing level.

It is important to note that there was no designation by the name of time manager in any of the surveyed industries. It can be due to lack of time manager they have not been able to change the strategy and techniques of managing time during the years. It was also noticed that Time management principles are not perfectly defined for the managers of core departments in large scale industries. There were no daily work importance/program charts available for the staff to evaluate the process of work for the following day.

Another point concluded from data analysis, is the volume and load of work on other employee in case of change factor. So, it is concluded that some one as a substitution, who is trained in advanced to balance the load of work and be in close contact with others, can play a key role in the department.

Roles of time administrative are considered for the benefit of the organization, so it is concluded that, their roles should be performed practically to prevent any probable deficiency in the
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process of work. All the roles have got a high priority and dependency to the organizational policy. Shortage in any of them may lead to serious harm to the process and flows of work for entire organization.

Time management techniques which are followed in large scale manufacturing industries in and around Pune are old style and it is same for all the departments as well as entire organization. Managing time by the effective and systematic time management techniques in the organization can rectify the barriers for the success of large scale manufacturing industries.

Figure 7.2 Work Load

Source: www.googleimage.com

Delegation itself can save the manager's time as it's shown in data analysis most of the managers use delegation policy to reduce the work load and minimize the mistake because of the heavy rush of the work. Delegation to the expert is another point which should be considered in managerial level.
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Delegation happens in case of work load, to tackle another project.

Last but not the least point is the time base and criticality tasks for TUA, which are considered in all categories and concluded that all TUA jobs are time based and critical and connected to each other like a chain, lack of any of them may lead to scarcity of time for the department, and cause unsteadiness in the process of work.

Hypothesis of the study tested and approved by following objectives of the study to analyze prevailing time management system in large scale manufacturing industries in and around Pune.

It can be note that those large scale manufacturing industries that are in multinational level, following the latest techniques of time management in their company and it seems that they are more improved and show the growth production in international and local market. Like: Alfa Laval Ltd., SKF Bearing, Atlas Copco, Century ENKA Ltd. and Sandvik Ltd.
"... labor efficiency variances presume that the staff is laid off the moment there is no work left to complete. Consequently, the labor efficiency variance is not entirely realistic when labor is fixed cost."

7.4 SUGGESTIONS:

All large scale organizations have to arrange for a designation of Time Administration, as a team who can specify and evaluate the time consumption and the technique to be used for that, according to the policies considered for an organization. Such type of administration has to be assisted by others. Since time management techniques required for the success of an organization some other techniques also can be used in large scale organization like MOST and POSEC. But the common and old techniques are used in the organization as well as the departments.

Results concluded from IT Managers point of view persuade researcher to suggest that presence of an expert to perform Time Usage Administrative role as well as Time Manager strongly is required. Immediate substitution who is trained for information technology department in the critical period of time is required.
Results concluded from Manufacturing Managers point of view persuade researcher to suggest that a daily plan, work chart is another way to control the time in presence of an expert to perform Time Usage Administrative role as well as Time Manager. In case of delay in output more control of other factors which causes delay should be considered as a time administrative.

Manufacturing department needs Multi skilled persons to be present in the organization to help the workload. Some of the large organization having 3 shifts according to the mode of product either in assembly line or manufacturing line. The use of PDA is strongly suggested in order to avoid wastage of time. Policy of large scale organizations can help the sales and marketing department to be survived in the pool of competitors in a domestic and international market.
Time management techniques can help the managers to deal with client and not to face any delay in the output as well as the orders. By following specific techniques which is mostly adopted in core departments like time estimation (required time to deliver the product) will be helpful.
How to get more done in less time, with less stress; to help workers/employees have more time for the things they want to do in their work and business lives.

If one can recapture a wasted hour here and there and redirect it to a more productive use, he can make great increases in his daily productivity.

Here are five of the techniques that researcher share in this Time Management study, each one of which will help anybody to get at least one more hour out of his day of additional productive time.

Suggested Techniques:

1. Maintain Balance. Every body's life consists of Seven Vital Areas: Health, Family, Financial, Intellectual, Social, Professional, and Spiritual. Anyone will not spend equal amounts of time in each area or time every day. But, if in the long run, he is spending a sufficient quantity and quality of time in each area, then his life will be balanced. But ignore any one of his areas, (never mind two or three!) and he will get out of balance and potentially harm his success. Fail to take time now for his health and he will have to take time for illness later on.
Ignore his family and then may leave him and cost him a lot of
time to re-establish relationships.

Therefore, anyone has to maintain a balance even at
workplace, in order not to face any inconsistency that may lead
to be a time killer." Once you have clarity, gaining more control
of your time becomes a simple process of staying on the path
of your chosen success journey."^4

2. **Get the Power of the Pen.** A faint pen has more power than
the keenest mind. Get into the habit of writing things to do down
using one tool (a Day-Timer, pad of paper, Palm Pilot, etc.) the
mind is best used for the *big picture* rather than all the details.
The details are important, but manage them with the pen. If one
wants to manage it he has to measure it first. Writing things
down helps him to more easily remember all that he need to
accomplish.

3. **Do Daily Planning.** It is said that people do not plan to fail
but a lot of people fail to plan. Take the time each night to take
control of the most precious resource at your command, the
next twenty-four hours. Plan the work and then work the plan
each day. Write up a *To Do list* with all he has to's and all of he
wants to's for his next day. Without a plan for the day, one can
easily get distracted, spending his time serving the loudest voice rather than attending to the most important things for his day that will enhance his productivity.

4. **Prioritize It.** The *To Do list* will have crucial and not crucial items on it. Despite the fact most people want to be productive, when given the choice between crucial and not crucial items, they will most often end up doing the not crucial items. They are generally easier and quicker than crucial items. Prioritize the *To Do list* each night. Put the #1 next to the most important item on the list. Place the #2 next to the second most important item on the list, etc. Then tackle the items on that list in order of their importance. One may not get everything done on his list, but he will get the most important things done. This is working smarter, not harder, and getting more done in less time.

5. **Control Procrastination.** The most effective planning in the world does not substitute for doing what needs to be done. People procrastinate and put off important things because they don't sense enough pain for not doing it or enough pleasure to do it. To get going on something one has been putting off, create in mind enough pain for not doing it or enough pleasure to do it. Anyone prefers the pleasure approach. Take a
procrastinated project and turn it into a game. One can work with one thing in front of himself at a time so other things won’t distract him. ("Out of sight, out of mind.") Break it down to little bite-sized, manageable pieces. Get it started, take the first step and one will likely continue it to completion. "There is never enough time to do everything, but there is always enough time to do the important thing."\(^5\)

**Five More suggestions,**

*First,* plan the day, every day, preferably, the night before. Then, when arriving at work, there is a plan of action to direct us forward. Without a plan, temptations may draw us into unproductive avenues where we may serve the loudest voice that demands our time rather than dealing with the most productive opportunity.

A simple plan consists of a list of all the items one ideally might want to accomplish during the next day. Prioritize those items in order of their importance. (#1 for most important, #2 for next most important, etc.) Begin the most important item first, and then go to the next most important item, etc. Typically, it is unlikely that all items on the list will be completed, but that is fine. Success has little to do with how much was left undone at
the end of the day but, rather, what was actually accomplished. People will always leave undone more than they do get done simply because they all have more to do than time permits which says a lot of good things about how good they really are, to have so much entrusted to them by so many!

**Second,** over plan the day to take advantage of "Parkinson's Law", which teaches that, "a project tends to take the time allocated for it." If one gives himself one thing to do during the day, it will likely take all day to complete it. If he gives himself two things to do during the day, he will likely accomplish both. If he gives himself twelve things to do during the day, he may not get all twelve done, but he may complete seven or eight items. Having a lot to do creates a healthy sense of pressure on us to naturally become better time managers. With a lot on our plate, one tends to be more focused, he tends to suffer interruptions less so, and he delegates better.

**Third,** work with a clean desk and work environment. There is truth in the saying, "Out of sight; out of mind." Equally true is the reverse, "In sight; in mind." When items are in our field of vision, one cannot help but be distracted and pulled in the
wrong direction where he may major in the minors, busy all day long, but accomplishing little of significance.

Fourth, restrict meetings. During any typical business day, there are reportedly 17 million meetings being conducted in the United States. 'A meeting is two or more people getting together to exchange common information.' Simple enough, but probably one of the top institutional time wasters. Always ask, "Do I contribute anything to this meeting?" and "Do I get anything of value from this meeting?" If the answer to both questions is "no," try to find a way out of attending the meeting.

Finally, handle paper just once. Get out of the "mixed up" when paper is looked at and relooked at again and again while deadlines slip through the cracks as one gets buried under a storm of paperwork. As one encounters each new piece of paper, if it can be responded to quickly, in a minute or less, respond then and there. If it will require a longer effort, schedule it for a time when it's possible to get to it and then put it away.

- It is highly recommended by the researcher that all organizations have to have Time Administrative.
A yearly career growth planning has to be considered for preventing change factor among the employee.

There has to be a pool of employees available in department/organizations for immediate substitution in case of change factor occurrence.

Training is one of the best solutions for the unused employees to speed up the improvement of organization and saving time and money. Training is not a cost it is an investment.

As it is typically accomplished, need of an expert Time Manager will lead to smooth flow of work, but presence of a person to handle some of time manager responsibility is more in need. Therefore, it is strongly recommended that all organization have to add a designation as Time Usage Administrator (TUA) to the organizational structure to avail better smooth flow of work. "Faster growth again means more rapid obsolescence, but at the same time faster technological growth makes replacement investments more profitable."
These are few steps which can be considered in clerical environments. Now, the same can be considered for the other environments like production zone. In a production plant each and every machine has got various spare parts which are going to be changed when it is necessary, or the life time has got over. Therefore, such kind of situation can be controlled by software. A record of each and every part would be kept with supervisor of the section or plant. So, the time for the replacement can be estimated according to the load of work or other environmental aspects. Hence, the replacement time can be considered in a non-productive hours in order to save productive hours. Set a time limit when looking for information and accept that there is usually more available than you have time to access, so let some of it go.

By following these primary points one can save about one hour in a day and it can be spend for other purposes either for visiting parents and family or spending time for focus on the activity which can help development of industries.

Earlier when there was no telecommunication skills, internet facility etc. producers had their own practiced techniques which were created by themselves or successful people's idea.
according to their needs to announce their product or to have connection with the others in the field of business. Step by step the people came to know that they should select or create better solution to contact and deal with the others to continue business and make money in minimum time. Dealers had their own role to play in the market but the main point is to capture the market full of great competitors, in order to supply and sell out the manufactured goods.

The time available to executives and managers has become so critical that many companies now consider executive time as the decisive criterion for entering new ventures rather than return on investment, according to Curtis H. Jones Leo B. Moore has attested to the importance of time to the manager. He contends that the manager’s job is so fragmented that his time must be divided between getting today’s job done and thinking of tomorrow’s activities. It follows that the value of managing an executive’s time cannot be underestimated.

Thus, having that in mind the researcher has suggested few models which are developed by her during the performance of the survey as well as studying the organizational structure of large industries as a perfect result concluded out of this
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research work. Researcher has tried to develop models which can be helpful for large industries that are the main target of this survey. As far as, it is concerned the large industries can be divided into two categories, in accordance with the organizational structures. They can be either centralized or decentralized. In this respect researcher has tried to develop models which can be used for both the categories.
SUGGESTED DEVELOPED MODEL A I:

In the below figure, it is clearly shown that in large organizations Time usage Administration(s) can handle the role with Time Manager(s).

![Diagram showing placement of Time usage Administrator, Time Manager, and Time Administrator in a large scale organization](image)

Figure 7.4 - Placement of the Time usage Administrator, Time Manager and Time Administrator in a large scale organization
SUGGESTED DEVELOPED MODEL A II:

Here, in this model TUA manages the time and reports would be generated to the time manager and time administrator within the department.

Figure 7.5 - Time Usage Administrator(s) is in touch with Time Mgr. and TM reports to Time Administrator inside dept.
Figure 7.6 - Time Usage Administrator being in touch with Time Manager, and Manager of the Department in a decentralized organization.
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In figure 7.3 it is clearly shown that even in decentralized organizations Time usage administrator(s) can handle the job through communication with TM.

7.7 SUGGESTED PERSONAL TIME MANAGEMENT TECHNIQUE TO BE MADE BY ANYONE:

This information and activities will help anyone to:
- Assess how well to organize the time
- Reflect on the personal working habits
- Organize a day more efficiently
- Plan the work on a long-term basis

7.7.1 Where does anyone start?
Before one can improve his time-management, he needs to ask himself the question: just where does his time go?

The first thing to do is to try and keep a log of his time and then look back at it at the end of the day or the week.
- Where was the time wasted?
- Where the time could have been saved?
- What changes could be made to make better use of time?
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One may have a rough idea of where his time goes but keeping a careful log of the use of it over a week or even over a day can be quite helpful.

Include sufficient detail to be meaningful and be honest! The log is for anybodies consumption only and for benefit. One can use the grid provided above or make his own more detailed one if he wishes.

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Figure 7.7 Weekly Chart Plan
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7.7.2 What does the log can tell?

Anyone may think he spent all day on the campus working but when he analyzes just what he did, it may be that time could have been spent more productively:

- How about that half-hour when it didn’t seem worth starting anything? Could that time have been used to look for resources somewhere else or to look through schedule from last week in preparation for this week’s so that the subject matter is fresh in the memory?

- What about the “quick coffee” that extended to a long lunch break? Did anyone feel like doing in double speed after chatting about last weekend’s party? Did it mean there wasn’t enough time to get down to do some work before the next break, shift or day?

- In perception after the fact, would it have been better to refuse that invitation to go for a drink? Would that have allowed one to finish his work with more time to check over it before having it over?

- Does anyone get enough sleep? Does anyone feel it takes him ages to get started in the morning? Does anyone feel he
can't focus on his job or any sessions because he feels drowsy?

- Was that reading session in the evening really productive when he felt tired from a day's work?

Was switching off in front of the TV before going to bed what anyone really meant to do?

7.7.3 How does one learn best?
Looking back at the log, would one say he is a "sprinter" or a "marathon-runner" in his approach? Sprinters work well under pressure, managing to complete work in a spurt, but this will not suit everyone. Similarly, if one is more of a steady worker, he needs to be aware that a final sprint will not be in his interest. anyone will need to bear this in mind in his planning. Knowing how he works best will help him to plan his time effectively.

If anybody realizes he's not getting enough sleep, is this just a temporary phenomenon or does he need to really address the problem? Most people need 7-8 hours per night to be able to function well the next day though we've all heard of those exceptions who perform brilliantly on only 4 hours of sleep.
Be aware of the body needs especially during tough times. For anyone's brain to function adequately one need to look after his body! Find his personal routine. Some people do work best late at night but many find that working late means they can't then relax as their minds are buzzing with ideas. If this seems a familiar situation, why not make a point of carrying out work of a very routine nature before settling down for the night.

For example, one could organize notes into folders or pack his bag for the following morning so he doesn't have to rush to do that at the same time as eating breakfast and trying to get out on time to catch the bus! Taking into account his personal preferences can help him to make effective use of his time.

Decide when one works most effectively. Does he focus on his reading better in the morning? If yes, make sure to set some time aside for reading every morning. How long can one reasonably perform / read for without losing concentration? Plan short breaks in between sessions. Does anyone tend to feel restless in the evening? Use that time for jobs which involve physical activities such as: going to the gym or go jogging. When one is feeling tired, it may be the ideal time for
routine “tidying” of his work or sorting out papers / parts but not for embarking on something entirely new.

7.7.4 How can one plan for various activities?
Using time effectively is another skill well worth mastering. It is all too easy to flit from one task to another or to stop by making another cup of coffee and then find a couple of hours have passed but little has been achieved.

To avoid this type of situation, one should think about the length of time needed for particular tasks and set a limit when he runs over the self-imposed deadline. For some activities he needs to be fresh and alert - this could be first thing in the morning but individuals vary as to the time they work best and one may not be a “morning person”! Try to work out when it tends to be at the best and plan accordingly. Some tasks demand a fairly long stretch of time while others need only small amount, so that is something else to consider.

Dividing a longer task into chunks can be a good way of making a major task seem less creepy and more manageable. Managing tasks (setting yourself defined tasks or goals e.g. I’m going to do the next session / plan my next day / browse in the
When someone makes his plans, doesn’t forget to include some margin for unexpected events that might interrupt his schedule. A large wall-planner can be very useful for longer term planning, including deadlines. Finally, let the friends / others know of the plans and encourage one another to stick to them as far as one can. People can even make plans together and include “rewards” - a night out for example - for major tasks completed! As well as having an overall plan of their time, one may find that a daily “to do” list is helpful, prioritizing the tasks. Ticking off completed clearly defined tasks or minor goals can be very satisfying! Decide whether a daily list can help to plan and to feel in control of the time and the activities.

7.7.5 How can one plan his time more efficiently?
It may be that one has made work plans in the past and they’ve “just not worked”. If he has reflected on where his time does go, he would be in a better position to make realistic plans. One will realize that he needs to find time and to use time effectively. He basically needs to become expert at creating time.
Fill in the grid brought earlier (or draw your own) planning for the week ahead, keeping in mind that one has to make use of his time as efficiently as possible. Don't forget that often effective working demands reasonable chunks of time. Include time for:

- social and leisure commitments
- sleeping, eating, shopping and preparing food
- family commitments
Once it is filled in a timetable keep to it! Don't be surprised if it is found this task harder than it was expected. Life is not cut and dried but messy! **Sticking to a plan** can be even harder but it is worth writing plans. Even if one doesn't stick to his plans, the plans themselves make him reflect on what he is doing and why. Planning forces one to **think strategically** rather than just drifting.

Having made a plan for the week, at the end of each day check how closely matched the plan and the reality was! One may find he needs to adjust his plans for the following weeks so that they are more realistic.

### 7.7.6 What about long-term planning?

Many people find it helps them to plan on a **long-term** basis - the whole of a year, for instance.

This allows for **deadlines** to be very clearly established and for one to be aware of cases where deadlines all bunch up together. Careful planning is vital here to avoid a terrible last-minute rush (though a few people do claim to succeed on this
approach). By **staggering** the deadlines, the situation of everything being due at once will be avoided.

If one have a major task to complete, such as a project, it will help to break it down into **chunks** and think in terms of the **work hours** needed to complete it. One can then fit these into his longer-term plans, working backwards from the deadline. If these plans are displayed somewhere outstanding, and if they are **color-coded**, it will be easier to see what one needs to do week by week.

Clear, **realistic targets** help anyone to feel he is making progress and doesn't forget that motivation is increased by giving the occasional **reward**! Create or print out large format month by month calendar sheets and make use of these for the longer term planning. At the end of the first month, review how useful the exercise has been.

### 7.7.7 Where does one work best?

Anyone needs not only to think about *when* to work but also *where*.

Whatever the particular way of working, one needs to be in **surroundings** which for he is **conducive to work**. It's far
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easier to make good use of time if one knows he is not likely to be disturbed or distracted and he feels comfortable. That might mean he is better off working in the site or somewhere else on campus. Alternatively one may feel he works more effectively, and therefore makes better use of his time, in his own cabin.

Sue Hodgson, states that:

"To really make the most of your time it is a good idea to occasionally stop and reflect on whether you need to make changes to the way you manage your time: don’t just carry on regardless. You need to be active in your time management."

Time will be saved in the long run if one takes time to organize items such as old papers, current activities and contributions systematically so that he can easily lay hands on them when he needs to do so.

Sue Hodgson, has noted that:

"It can be encouraging to talk to friends about how you organize yourself and your time. You may be able to pass on advice and/or learn from them! Finally, thinking of your ultimate goal may help to keep you focused."
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7.8 SCOPE FOR FURTHER RESEARCH:

This study has fairly succeeded in designing a common model in managing time for typical needs of large scale organization in Pune region. Here, the researcher intends to show the scope for future research in the same direction. Thus, in case of any further explore that might be carried out afterwards, time management in small scale industries can be studied as, one of the most important issues, that threatens the performance of any kind of industries. Therefore; role of time managers and time usage administrative can be considered as a major subject of supplementary research.
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