Managers avoid ambiguous assignments. Managers tend to prefer to work on concrete tasks more than ambiguous ones. Simple tasks are finished before the complex ones are even started. Short-term tasks are emphasized over long-term tasks. And the obvious result is that important long-term projects of a complex nature tend to be postponed, or not even started.

The various tasks and projects that managers, as well as staff administrators, perform can be classified according to the two key dimensions. One dimension is degree of difficulty and the second is duration of effort. Degree of difficulty is broken down into simple tasks which are generally clear, understandable and easily completed, and complex tasks which are involved, ambiguous and hard to deal with. Conversely, duration of effort is broken down into short-term tasks which can be completed in less than an hour, and long term tasks which can take days, weeks or even months to finish. Although these dimensions are shown as a continuum between the two extreme points.

**Table-1: Two Dimensional views of tasks to be completed**

<table>
<thead>
<tr>
<th>Cell 1: Simple</th>
<th>Cell 3: Complex</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short term tasks</td>
<td>Short-term tasks</td>
</tr>
<tr>
<td>Cell 2: Simple</td>
<td>Cell 4: Complex</td>
</tr>
<tr>
<td>Long-term tasks</td>
<td>Long-term tasks</td>
</tr>
</tbody>
</table>

Many of the tasks that are found in cell 1 are the routine activities found in any job. These tasks have little ambiguity because they are simple and short-term in nature. Since many of these tasks recur on a frequency
basis, routine procedures and unconscious habits are used to handle many of them. Cell 2 tasks are complex, but they require only a short-term effort for accomplishment. Thus, these tasks have an intermediate amount of ambiguity which is due to their complex nature.

Cell 3 tasks are the opposite of cell 2. These tasks are simple, but unfortunately they require a long-term effort to complete. These tasks may also have an intermediate amount of ambiguity which is due to the long-term effort required to complete them. Finally, cell 4 tasks are complex in nature and a long-term effort is required for completion. Obviously, these tasks are of a highly ambiguous nature and are avoided in favor of less ambiguous tasks.

Many approaches used to try to make progress on these high ambiguity projects do not work very well. One approach is to first complete all of the routine and urgent tasks to get them out of the way. Unfortunately, this usually delays a manager from ever getting started on the more complex, long-term tasks because there is a never ending supply of routine and urgent tasks.

Although approach is to simultaneously try to work on three to four special projects at once. This approach typically fails because the manager is spread so thin that no real progress is made on any of the projects.

A final approach that some manager use is to continually tell anyone who will listen about the great project they are about to start. Unfortunately, some of these people seem to have a much higher need to impress others with what they are planning to do rather than with what they actually have done.

1. DEALING WITH COMPLEX TASKS

The following suggestions are specifically aimed at dealing with the complex aspect of high-ambiguity tasks and projects:
(a) **Use the five minute brainstorm**: Take five minutes to break the overall project down into as many smaller, double activities as possible. If some of these activities still seem too complex, try to break them down further. Just by putting a complex project down in writing, it can help make it easier to see exactly what needs to be done. The written list should then be used as a plan of action for starting the individual activities.

(b) **Work on high payoff activities**: The Pareto Principle states that 80 percent of the result can be achieved in 20 percent of the time expended. Thus, identify the few critical elements in the overall project which, when done well, will make a major contribution towards completion of the overall task. Conversely, try to cut down the amount of time consumed with activities that contribute very little to the final outcome.

(c) **Focus attention on the smaller, individual activities**: By concentrating on the smaller, bite-sized pieces of work, you can overcome the feeling of being overwhelmed by the entire task. An overwhelmed feeling can easily lead to procrastination.

(d) **Block out an adequate length of time**: This time might range from 30 minutes to an hour without interruptions. Some complex projects may take 10 or 15 minutes merely to get thought processes up to their maximum efficiency. Then it takes additional time to make progress on this aspect of the industrial project. For similar reasons, try to avoid getting started on a complex work, just a few minutes before lunch, a meeting or quitting time.

(e) **Work when you are at your best**: This is what time management expert Alan Lake refers to as internal prime time. Since we are trying to make
progress on a complex task, it makes sense to work on it when one is mentally alert and functioning well. Avoid wasting this peak period by working on routine tasks. Defer these non-thinking tasks, when possible, to your low energy periods during the day assignments.

(f) **Start each session with something easy**: Since getting started each day is sometimes the most difficult thing of all, do anything to get going rather than nothing at all. Start a work session with something easy and don’t be surprised if your mind starts to think about how to do some other, more complicated aspect of the project. Finish the easy activity and then shift attention to the more involved one.

(g) **Redefine the project**: It is better to talk with other people in the industry as well as counterparts elsewhere to turn up suggestions for more simplified approaches to accomplishing the same basic purpose. It is important to realize that a less ambitious project actually completed is infinitely better than a more grandiose one that never gets off the drawing board.

(h) **Control Interruptions**: The final suggestion may be the most important of all. Complex projects, by their very nature, require a manager’s undivided attention in order to make progress on them. Thus all possible efforts should be made to control incoming telephone calls, drop-in visitors, and incoming mail during work sessions on special projects. If it is impossible to control interruptions, try going to some area away from your department to get some work done. Obviously, tell your secretary where you can be reached, but keep your hideaway a secret.
2. LONG-TERM TASKS

The following efforts are offered to help to deal with tasks that require a long-term effort:

(a) **Determine a realistic time commitment per week:** It is very helpful to specify in advance the amount of time per week you are going to allocate for a special project. Start by being very conservative in your weekly commitment. It is much better to feel satisfied having actually achieved a four-hour objective per week than never to have started. Thus tremendous progress can be made by spending only a few hours per week, week after week.

(b) **Specify tasks in advance:** By knowing exactly what aspect of a long-term project will be next, it will be easier to get started on it. It also lets the mind consciously and subconsciously think about what needs to be done before actually sitting down to work. It may be a good idea to end each work session by writing down what activity you will work on next time.

(c) **Establish a regular time for working on long-term projects:** The advantage of having the same time period each day, or may be three times per week, is that it helps to develop a habit. It then becomes automatic to begin working on special projects. Efforts should also be made to avoid scheduling other obligations during this reserved time period.

(d) **Establish deadlines for intermediate progress points:** There should be efforts, self-imposed deadlines for short-term activities which can be completed in a week or less. These intermediate progress points can act as a motivator since they are not too far off in the future. The policy should be “Don’t be too discouraged if you experience some date
slippage, even for these smaller short-term activities”. As each progress point is actually reached, it should provide positive reinforcement that progress is being made on the long-term project.

(e) **Switch to other aspects of the overall task**: Continuing to work on the same aspect of a long-term task for an extended time might bring about one of several possible adverse situations. One should not become bored with the task; frustrated that little progress is being made, or simply gives up. To prevent these possibilities, variety should be provided by switching from one activity to another.

(f) **Limit the number of major projects**: It is important to realize that the more routine aspects of most jobs take up the majority of time available each week. Thus, there is only a limited number of hours each week to work on complex, long-term projects. It is infinitely better to make real progress on one, or possibly two, major projects, than never to make much progress on a host of different projects. Remember that a large number of projects in progress is not as impressive as several meaningful projects that are actually completed. In selecting which project to work on first, some key criteria to consider are: expected payoff; urgency; relevancy to your job; likelihood of success; and total time commitment.

(g) **Record your ongoing progress each week**: Some visible method should be used to monitor your day-to-day and week-to-week progress on a long-term project. A calendar or even a blank sheet of paper can work quite effectively. By reviewing the weekly forms or calendar, you can determine if you are allocating enough time for a long-term project.
2.1 Mental Calmness

Any task performed of action undertaken in a state of mental calmness is likely to be of sound quality. It is a well-accepted maxim that creative thinking and innovative actions are facilitated by a state of tranquility. Psychologists have observed that man’s creative instincts and his ability to concentrate on the task in hand become prominent when his mind is at peace. On the other hand, if one is disturbed and perplexed for any reason, his performance in business or industry result in a lack of focus and consistency.

Who does not realize that anger is a great waste of time? For indulging in two minutes of anger, blocks thinking and puts a wrap around our mental capability. Likewise, anxiety, stress, tension, fear, suspension, diffidence, uncertainty and pessimism mar our capacity to think clearly and creatively.

Whenever there is stress on account of any real or imagined reason, the need is to evaluate and tackle it in a rational manner. The habit of getting upset over small matters (and even big ones) must be replaced with an inclination to assess and examine problems and think about their possible solution dispassionately.

Quiet hour is the best gift to an executive or the worker when they found them undisturbed by the clutter of routine, the cacophony of humdrum actions, unwanted guests, unplanned calls and mundane chores: when enjoy peace with ourselves, and enjoying our own company and without any disturbance and when our thoughts also experience quietude and feel happiness and hope blossoming in the heart. When it is calm within, it is soothing to our mind. In fact, there is no better time for creativity, for prayer, for innovative thinking and for experiencing spiritual bliss than a quiet hour (gap hour during working hours). There are two sides; line and solitude. Loneliness is a negative phenomenon when we feel helpless, ignored,
forgotten, unwanted and unsupported. Solitude, on the other hand, is a positive state of bliss and a gift of God which gives enormous joy and opportunity to reflect upon and experience all that is exalted in life. In order to get the most out of life, we should train ourselves to enjoy solitude; in solitude a man discovers himself, meets himself and talks to himself. Solitude is a quality time which can help to trigger in our personality and outlook rare freshness, creativity, optimism, and reflective wisdom. It will be ideal, therefore, if a Werner or the manager carve a quiet hour for themselves after long hard work and when there is none to disturb and they feel an urge to experience the finest moments of their existence. Surely, one can be given a quiet hour dime long working hour. It could be even the journey time immediately after or mid of the work, there cannot be any rigidity about it. One can be flexible. If we are unable to find time during weekends of on vacation or holiday. No doubt regularity is preferable to ad holism, yet rarity is better than neglect. As soon as one realizes the value of a quiet hour, one can generate it with zeal and commitment.

A quiet hour is the best gift an “hour” may not mean sixty minutes. It could be a little less or little more. Duration is not that crucial; what is significant is that there should be in our daily life a reasonable chunk of time (even thirty minutes) that is devoted to reflection, introspection, musings, creative thought, planning, or even meditation that can help us to think about the way we are leading our lives in various dimensions, and whether we need to bring about any change in our thoughts and life styles.

2.2 Maxim of Planning

There are three types of people: first, those who are ahead of their time; second, who move with the time; and third, who are behind the time. People from the first category are visionary and proactive; those to the second category are smart and efficient and meet challenges as they emerge and
those constituting the third category lag behind the others in the world of competitions.

Planning makes proactive and the lack of it makes us reactive. There is an old saying: “Those who fail to plan, plan to fail”. Truly, planning is most essential to an organized personal or professional life. Anything to be done properly requires systematic planning. Experience shows that those who are high achievers and peak performers always believe in the maxim “Plan your work and work your plan”.

2.3 The Process of Planning

Planning is a programme of action for a specific period for the achievement of certain goals. It facilitates the best possible utilization of available resources, enhances efficiency, checks wastage of material and human resources, helps in making the best use of time, and creates a favorable environment for higher productivity.

The planning process has three stages: (i) formulation, (ii) implementation; and (iii) evaluation. Formulation involves matching resources with goals. And the time period for a plan might vary from a long period of 15-20 year to a feasible period of five years or to shorter period of one year, half a year, a quarter, a month and even a week. Planning can be done for a day as well. In fact, planning for one day (more particularly for “today”) can be most realistic and even motivating. What we should keep in mind is that there is an integral relationship between the various levels of planning. Today’s plan should have an organic relationship with the weekly, monthly and quarterly plans. This approach helps us in moving smoothly and surely towards the broader goals.
2.4 Plan Execution

Planning should be undertaken not only for short-term and long-term periods but for specific tasks and activities – how a particular task is to be performed and at what stages and phases require rational and rigorous thinking. In fact, breaking down a task into subtasks and apportioning specific time to each subtask help in the completion of a broader assignment methodically and efficiently. PERT (Programme Evaluation and Review Technique) and CPM (Critical Path Method) are the well-accepted techniques of planned execution of task.

3. FEEDBACK

The third stage of planning requires constant feedback from the individuals and organizations concerned of the performance and outcome of planning. It helps in reinforcing the positive aspects of planning and correcting the negative ones.

Planning is required not only for broader and comprehensive tasks but also for routine tasks which appear to be less crucial. Absence of planning or faulty planning costs a lot in terms of money as well as time. Besides, it has an adverse effect on the quality of work performed.

4. MYTHS AND MATRIX

Since time management is life management and managing time is as complex as life itself is. Time management appears to be a simple mechanical affair with clear relation between cost and benefit or between input and output. In practical life, however, it may not be exactly so. Let’s look at some of the myths or misconceptions about time management.
4.1 Work Hard

Much depends on what is done and how it is done. Heaps of routine, trivial, unimportant tasks would keep a person busy, but the result would not be satisfactory. Likewise, if one performs tasks that can be easily delegated to the lower echelons, it only shows his lack of leadership. That's why it is said work does not mean all about doing but to see how to do it in most efficient way also.

Working without proper planning is bound to lead to efforts not coming to fruition. Working smarter is as important as working harder. One who works harder as well as smarter generally wins the battle of life.

4.2 High Position

Sound decisions depend on the knowledge, experience, vision, commitment and managerial competence of the decision-maker. The level at which a person is functioning is not that much important. In fact, people on the ground are more realistic in making decisions, for they are better aware of the factors influencing the success or failure of decisional choices. Therefore, quality of decision cannot be a preserve of a particular level, howsoever high it may be.

4.3 Delays

It is assumed by the proponents of this myth that the availability of more time increases the quality of decisions. Hence “waiting till all the facts are in” is prudent. Several managers avoid making decisions for they are unsure of handling commitments which follow the final decision.

The truth is that delaying a decision makes it more complex and stale and its quality eventually deteriorates. Rational and creative thinking at individual and group levels improves the quality of decisions. In case this
process takes longer than the usual time, the quality may still be improved. However, delay might imply indecisiveness, ambiguity and lack of clarity. Hence, the myth is refuted.

4.4 Over worked

The nature of job influences the extent of responsibility of a person. Routine, repetitive activities, if large in number, might cause and increase in the workload of a person. And in case there are deadlines to meet, it might cause further stress. On the other hand, well-planned, well-managed assignments, requiring mind-application may not lead to physical exertion. Nevertheless, much would depend on how a person handles a task. Thus, lower competence may increase the workload even when the task is simple and the reverse may be true in case one has adequate competence and experience to take up a particular task, however complex it might be.

4.5 Time Saving

Time can only be spent. The saved time also must be spent or invested immediately; otherwise it would fly away. However, with proper planning, delegation, monitoring, and application of time savers and with the controlling of time-wasters, time can actually be saved. And, let us always remember that time saved is time earned.

4.6 Self Task

Without delegation, an executive will have to do the entire task himself, since no one else would have gained the experience of doing it. This approach will embroil an executive in avoidable routine tasks.

4.7 Delegation Saves Responsibility

Wrong delegation might become a source of greater worry. Right delegation backed by proper monitoring and supervision may reduce worry
and lessen the burden. However, the accountability of the delegation may not get reduced.

### 4.8 Effectiveness of efficiency

Efficiency is called as working more and getting more out of time. Effectiveness is about achieving goals and targets. Hence, all efficiency may not lead to effectiveness. Being efficient in a wrong task or at a wrong time would prove to be highly ineffective. Peter Drucker rightly asks a question in this context: “What's the point in trying to do cheaply what should not be done at all?” Effectiveness means achieving the best results and that would become possible by doing the right things in a right manner at the right time. The ideal situation would involve efficiency leading the effectiveness.

### 4.9 Objectives not drawn

Manager should write out goals – long-term, medium term, short-term, and even immediate – makes one highly productive. Clarity of objectives is a great motivator for correct action.

### 4.10 Planning absorbs time

Busy people get done their work more when they have planned everything systematically. Several important tasks are likely to remain incomplete or unattended in the absence of planning. Thirty minutes of planning may save two hours of time or it might even prevent a disaster.

### 4.11 Goal Achievement

All activities are not of equal potential and utility. There are some that are more critical to goal-achievement, while there may be mundane activities that are less important. Selecting the "priority" activities and focusing on them helps us move faster towards our goals.
4.12 More Work

“Thinking” busy people do much more than the “non-thinking” busy people. General Kariappa, the first Commander-in-Chief of the Indian Army after independence, once remarked: “I have never used the words, I am busy”. Thus, without appearing to be busy, he was a genuinely great performer.

4.13 Time Spent

In fact most problems in human life arise because the time is not used, properly. Very often, we use time in an haphazardous manner, and hence do not get the best out of life.

4.14 Official Time

We need to plan the whole day and even night. We must know how to live 24 hours a day. Vacations also need planning and, above all, even retirement would become better through planning.

5. THE MAXIM OF BALANCE

Business is polychromatic. It is like a rainbow having seven colors VIBGYOR (Violet, Indigo, Blue, Green, Yellow, Orange and Red) and these seven colors are the symbols for physical, mental, emotional, spiritual, familial, social and professional aspects in the body.

A wise manager is a person of balance. He is able to devote and apportion time rationally to all the seven facets of business. Planning for each day ought to be undertaken in such a manner that no aspect of life is ignored or underestimated. Only through a concern for balance can one evaluate one’s time management style and assess the areas of strengths as well as weaknesses. Whenever it is apparent that adequate time is not being given to one or the other facet or that excessive time is being allotted to any particular
facet, at least an analysis should be made of the reasons behind such an imbalance. During unusual times or emergencies, a particular dimension of life may demand extra time and attention, but in normal circumstances, a balance in the utilization of time ought to be maintained as far as possible. Let us look at these dimensions.

The above said seven facets of business do not always require equal time, depending on the situation and circumstances, the rule of flexibility may have to be applied in creating a balance in time utilization.

Likewise, towards the end of a financial year or during the critical facets of the operation of a project, unusually extra time may have to be devoted to the fulfillment of one's professional responsibilities.

A balanced concern for all the seven dimensions of life makes one a “complete” man, a multidimensional personality and a sublime and successful being. The need is to look at oneself constantly and have a holistic view.

6. TIME UTILIZATION

Punctuality is not just an occupational or professional imperative. It is an expression of high ethical standards. In most developed countries, there is growing stress on punctuality and one can notice it in the running of trains, planes and buses, in the commencement of classes in educational institutions, in holding meetings, in honorary appointments, and even in family affairs. In India, like in most other developing nations, the thrust on punctuality is only meagre. A maiden goes in English also:-

“Be always in time
Too late is a crime”

Napoleon had a very competent secretary but he was generally late in coming to Napoleon’s office. One day, Napoleon asked him why he was late.
The secretary replied: “Sir for this, my watch is responsible. It is erratic”. Napoleon retorted quickly, “Mr. Secretary, either you change your watch by tomorrow or shall change my secretary”. And by the next day the secretary’s watch had been changed for a new one.

It is generally opined by psychologists that those who are late suffer from one of the two beliefs: Either they themselves are not important enough or conversely, the people who are waiting for them are not important enough. Both ways it turns out to be an unhealthy approach in maintaining social and professional relations. Paradoxically, some people try to show off an imagined superiority by being late in meetings and other programmers. One notices this trend among small time politicians and big-time actors. Besides, those who are unable to plan their days properly and do not have a cushion time between activities are also prone to unpunctuality. But what is interesting is that most people who are late have a tale to tell. And those who are habitually late have to invent excuses that are transparently fabricated.

Yes, sometimes even the most punctual get late for unavoidable circumstances. In such occasions, certain courtesy needs to be shown to the person who is affected by unexpected delay. The person to be met with can be informed telephonically. His annoyance can be reduced by informing him of the cause of delay.

One last thing about punctuality: One can overcome the habit of getting late by proper planning and by strengthening one’s willpower. Old habits die hard. But a hard blow on the habit can help one to overcome this embarrassing weakness.

6.1 Work Rhythm and Best Time

Psychologists suggest that during the course of a day of twenty four hours, there is certain “best time” for every person – when he is at his best in
envisioning, imagining, thinking, planning, or even doing. The most precious moments of one’s day must be used for tackling the more complex and important tasks that require creativity and concentration, while routine work can be undertaken at any time of the day. “Special” work requires “special” time – slots. And there cannot be any rigidity about this “special” time.

It is best to the best out of time when to love the work that to do and have faith in its utility and purpose. When asked “Why are you so thoroughly involved in your work?” The most frequent answer from a peak performer is “I love my work as a karma yogi”, work is never a load. Instead, it is worship. As the Gita exhorts, “Yoga is dexterity and ingenuity in performance”. And that would be the outcome of one’s commitment to work. Swami Vivekananda rightly observed: “Every duty is holy and devotion to duty is the highest form of worship”.

Greatness lies in not only doing great things in a great way but also in doing small things in a great way. We must get joy out of our work. Efficiency and effectiveness will automatically result from this joyous approach to work. One would also get more creativity while doing work with pleasure. And if there is missionary zeal in doing a piece of work, its quality is likely to reach its peak. This would make the work an aesthetic and sublime event. There will be no fatigue and frustration. Instead there would be enthusiasm and excitement.

Notably, different tasks can be best performed at their respective “best” times. Wisemen try to identify the time chunks that are best suited for performing love my work”. For a karma yogi, work is never a load. Instead, it is worship.
6.2 Concentration at Work

The involvement, the higher the quality of the work performed and, consequently the faster the achievement of the goal. If we have a positive perception of the purpose of our action and find it of a high value in terms of the time invested, our attachment to the task becomes stronger. If certain actions appear to be meaningful, there will automatically be greater stress on them, and if they appear to be less meaningful, either their performance can be delegated to one’s subordinates of their disposal postponed. Full involvement must in performing a task will find worth doing. Involvement adds to the zest of life and creates intrinsic enthusiasm.

Concentration is the key to success in any endeavor. Total focus on one particular task or project triggers the best of capabilities within us and prompts us to put our whole into it.

There is saying that imagine yourself surrounded by an invisible bubble within which you are shielded from destruction, so advises a wise man. The wall of bubble filters out everything irrelevant to the task at hand.

Concentration means a comprehensive and total awareness of all the aspects of the problem that is being tackled. It is zeroing on one project at a time which facilities full attention to one particular problem or decision, resulting in better performance.

Wise men of time management advise young executives to clear their desk of working space of everything not related to the matter in hand. That would help them to concentrate on one job at a time.

If one has many irons in the fire, there is every likelihood of his not being able to pay attention to any of them. Doing too many things at a time is against the principle of span of attention and span of control. It is bound to mar the quality of product or service. A focused mind is both creative and
inventive. Hence it is important that we take up one major project at a time and use quality time to accomplish it. No doubt, a chunk of time will have to be kept aside for dealing with routine tasks. Unless a particular project is completed in a satisfactory manner, the next one should not be commenced, although planning for the future projects can be undertaken by the planning wing of the organization. Such preparation will not come in the way of focused attention on the project in hand.

6.3 Time Sense

Right things must be done at the right time and in a right manner. Doing the right thing at a wrong time would lead only to wrong results. The value of a particular action increases or decreases according to the appropriateness of time when it is performed.

One must be cautious of approaching people personally or contacting them on the phone. He must do it only at the most appropriate time, making sure that it is a convenient time for them. One needs to be wary of making inordinately late phone calls of making very early visits to the boss of disturbing him when he is occupied with his personal or important professional obligation. While meeting a person, one should be sure that he will have adequate time and attention to spare and would not feel unnecessarily burdened or irritated on account of meeting.

Moreover, it is important to note that official business would be a taboo at social functions and meetings. Only in emergencies can exceptions and that can be made, and with great caution.

A senior or the manager should not be disturbed:

1. When he is unwell or someone in his family is ailing.
2. When he has a family function of guests.
(3) When he is worried or anxious on account of any professional or personal reasons.
(4) When he is travelling.
(5) When he is busy with its own seniors.
(6) When he is on vacation or is relaxing.

6.4 Being Consistent and Persistent

It is a common weakness of many that they work in fits and starts. They initiate a particular activity or hobby with a great fanfare but, soon thereafter, their interest in that newly acquired love starts waning. In sharp contrast, those who walk on the road the success possess the quality of perseverance and persistence. There may be initial hiccups, but the people possessing the virtue of persistence and strong willpower continue moving ahead on the road to lofty goals.

With great patience one should keep pursuing a particular task and develop in oneself the capacity to absorb shocks of discontinuity and interruptions. We should remind ourselves of the ultimate goal before us and the benefits to be attained once it is achieved.

7. EXECUTIVE’S TIME MANAGEMENT

Time management is really a kind of self-management. The objective is not to become super efficient of super productive but to use time to achieve one’s objectives – to work smarter, not harder, many stumbling blocks exist in gaining control of time. For example, a manager’s job prescribes the tasks or goals needs to perform or achieve while those that the individual wants to perform or achieve are imposed by his or her own value system.

The value of time management lies in the fact the people have too many tasks they need to do but not enough time for the things that they want
to do. Time management helps to identify needs and wants in terms of their importance and matches with time and other resources.

Although time is a valuable resource, many people take a haphazard approach to managing it. They may use a piecemeal approach, trying a new time management technique or gimmick each week. This approach does not work – at least not very well. Changing time habits is a difficult process. A systematic, not a piecemeal, method is required. While the steps to better time management are simple on the surface, they are difficult in practice and require replacing bad time management habits with good ones. Making this change demands effort, patience, commitment and a willingness to change.

7.1 Bad Time Habits

Everyone has bad time habits. Some are so ingrained that they are difficult to recognize, but these habits must be identified before corrective action can take place. Although some bad time habits are unique, others are quite common among supervisors.

Planning is one of the most basic yet essential supervisory functions. Without planning, a supervisor may not have a clear idea of what he or she wants to accomplish or how he or she wants to go about it.

The remedy here is to plan daily. The best time to do this is early in the morning or at the end of the working day. Over time, such planning will become routine. And the new moments devoted to this activity will provide direction and ensure that the supervisor is working on important tasks. When planning, four questions should be addressed: (i) What are the objectives for the day? (ii) What activities are required to accomplish them? (iii) What are the priorities? (iv) How much time is required to do each task?
While an open-door policy can help foster a better communication, such a policy when carried to an extreme can also reduce a supervisor’s ability to control his or her time. If a supervisor is always available to others, he or she is at their mercy. Interruptions will occur at the worst possible times.

Knowing that someone respects one’s ability may be gratifying but actually doing the job may not be the best use of one’s time. Some subordinates are especially skilled in getting their supervisors to do their jobs for them. Supervisors need to learn to resist these employee’s efforts at upward delegation. A supervisor has an obligation to coach or train subordinates but does not do the job for them.

A supervisor must learn to say “no” logically, firmly and tactfully, and to delegate. Before a supervisor takes any work the reality of its best use should be believed.

Some supervisors suffer from the tyranny of the urgent. When faced with a crisis, they overreact and drop what they are doing to deal with the demands of the moment. They forget that an urgent task may not be the most important thing that they should be doing. The answer is often to separate the urgent from the important.

Daily planning and priority setting can help him by enabling him to identify the high-payoff tasks. If real emergencies arise that both are urgent and important, of course, he should be flexible enough to shift priorities.

7.2 The Time Audit

Virtually all time-management experts are being analyzed that how a manager is currently spending his or her time. The most common way to do this is to establish a time log kept by secretary. A time log does not have to be complicated nor does it have to be kept constantly. Its purpose is to spot check how well you’re doing. The time log can be very simple. The log may
vary according to the type of job being analyzed; the more standardized the job, the less elaborate the symbols need to be. The log might look like the one that follows.

(a) **Controlling the Waste**: Time analysis can be done in several ways. One way is to total the categories and see how much time has been spent in various areas such as (a) personal time, (b) telephone calls, (c) conference and (d) individual discussions. Your time can be divided into four categories: creative, preparatory, productive and overhead. Creative time is the time devoted to plan future activities. Preparatory time is time spent in setting up activities, such as gathering facts. Productive time is time actually spent doing the job. Overhead time is spent on correspondence and reports. In analyzing the use of time, William Glueck recommends asking the following questions:

(i) Should anybody be doing this activity at all? Does it serve any purpose? (For example, do you really need to meet with your subordinates every morning)?

(ii) If an activity needs to be done, should I be the one doing it? If a subordinate can do it equally well, why not delegate?

(iii) If I should do it myself, can it be done in less time? And How?

(iv) Do I keep punctually to my time schedules, or do I waste time with my subordinates?

(v) Do I keep my overhead duties handy, so that I can do them while waiting for telephone callers to get on the line or for visitors to show?

(b) **Effectiveness of Time Management**: In reviewing the literature on time management, one is overwhelmed by the number of “handy hints"
provided by experts on the subject. A common element in all of them is recommending confronting those things that are getting in the way of making you productive. Managing that confrontation may be made easier, as follows:

(i) Assign long periods of continuous time to major tasks.

(ii) Control interruptions during critical periods by accepting no visitors and no phone calls.

(iii) Block out time for creative planning, preparation and overhead activities.

(iv) Group together related kind of works to save starting and stopping time.

(v) Put all telephone calls together. Get your secretary to dial the next call when you’re almost through with the current one.

(vi) Schedule top-priority projects early in the week.

(vii) Identify your own “internal prime time” – when you do your clearest thinking – and allocate this time to pursuing top priorities.

(viii) Reserve an amount of time for unanticipated crises.

(ix) Schedule your least interesting jobs at your peak energy periods so you’ll get more done.

(x) Postpone shorter projects until you have started longer ones.

(xi) Be sensitive to the process of reverse delegation. In other words, how much of your time is being dictated by your subordinates? One executive has a standard response to subordinates who hop into his office with the words, “Boss, we have a problem”. His response is, “you sure do”.

(xii) Move fast on reversible decisions and slower on those that are irrevocable.
(xiii) Let subordinates know that there are certain times in the day when you don’t wish to be interrupted, and other times when they are welcome to stop by.

(xiv) Throw out all junk mail. Under the category of mail, other hints include: route mail directly to subordinates, cancel subscriptions to organizations that send you too much mail, and try to get off mailing lists.

Our time and work can be better used and organized if each of us assertively takes charge of those things that are getting in the way of our productivity. But every supervisor is as concerned with effectively managing the time of other people as he or she is with self-management. Since meetings occupy a great deal of everyone’s time, it is useful for us to consider them in detail in the following way:

(i) In a simple and most basic way, a meeting defies it is essence of the group. Everyone is able to look around and perceive the whole of which he or she forms a part and therefore to get a feeling of collective identity.

(ii) The meeting is a place where the group revises, updates and adds to what it knows collectively. Every group creates its own pool of shared knowledge, experience and judgment.

(iii) A meeting helps every individual understand both the collective aim of the group and the way that his or her and everyone’s work can contribute to the group’s success.

(iv) A meeting creates in its participants a commitment to the group’s decisions and objectives.
(v) In the world of management, a meeting is very often the only occasion for individuals to come together and work as a group and perceive their supervisor as the leader.

(c) **Time and Win:** Time is the most valuable resource and unless it is managed nothing else can be managed. Managing your working minutes is a matter of time saving and, specifically, time budgeting, after which work priorities should be established and adhered to. But before budgeting can begin, the audit must be made of what you are currently doing with your time.

(d) **Time under Control:** After planning a budgeting, manager should practice the control function. Establish means of controlling “time wasters” that are either externally imposed or self-generated. Manager supposed to be most alert to take major decisions. It will save time and make the wiser choice of alternatives. When dealing with an associate who the manager think might waste time on a decision or its implementation, set a target date. There should be a deadline set, there is more likelihood that a project will be completed sooner than if there were no deadline at all. Completion is even more of a certainty if the other person be left to set the target date.

(e) **Communications:** Whether incoming or outgoing, a manager spends a lot of time on communication. To save time, search for a means of keeping communication as concise, brief and yet effective as possible. This means planning all your communications-written or oral. When time is wasted by unnecessary communication, it is multiplied by the number of receivers, since their time is also underutilized. In addition, the manager should learn how to terminate conversations or discussions once the subject has been sufficiently covered.
7.3 Urgency Syndrome

Effective supervision is the efficient use of time. “Ten commandments” will help you improve your use of time and, as a result, the following thought will lead you to achieve your goal.

(1) “Thou shalt have no other clocks before thee”: Excessive clock watching may be symptomatic of deep-rooted problems that a supervisor cannot afford to ignore. Chances are that the employee who continually checks the time is not satisfied with his or her job and, as a consequence, is demotivated and unproductive.

(2) “Thou shalt not kill time”: Few businesses, however, can’t survive for long when they possess an overabundance of paid time killers. Employees who do this are actually wasting their most valuable resource, and a supervisor who is concerned for the welfare of his (her) employee and the organization should not tolerate it for too long.

(3) “Honor thy secretary and staff”: So many supervisors don’t know how to make proper use of one. An informed secretary can eliminate interruptions by screening telephone calls and visitors and sorting correspondence from junk mail. Likewise, the staff that is properly utilized can make a supervisor look good and enhance their chances for promotion.

(4) “Thou shalt not steal other person’s time”: Every organization seems to employ people who apparently don’t have enough work to keep themselves busy and as a result float from office to office and disturb those who do. They are stealing time not only from the company but also from their co-workers. The economic implications are sobering.

(5) “Thou shalt not bear false witness about the use of time”: There are many employees who are less than truthful about the use of their time.
It is probably one of the reasons time clocks were invented. Even former PM of India, Smt. Indira Gandhi once said that there are two kinds of persons in the offices first those who work and second those who pretend to work, be in the first group because there is a less competition. As individuals progress upward in the management hierarchy, their amount of discretionary time increases and with it an increased requirement for self-accountability.

(6) “Thou shalt not eat lunch alone”: Taking one hour for lunch each day adds up to more than six full weeks of work per year. There isn’t supervisor in the world who couldn’t accomplish a great deal given six weeks. Lunch hours are necessary but they should not be wasted. This is not to say that all lunch hours have to be business-related. Nor does it deny the importance of private time for meditation and reflection. But lunch time represents a marvelous opportunity for making contacts, getting to know co-workers better, and making yourself known to higher-level managers. Supervisors who take advantage of this time make their chances better for recognition and promotion in their respective fields.

(7) “Thou shalt take thy vacation”: Every organization has a few workaholic supervisors who think they are so indispensable that they can’t afford to take a vacation. Some of them even convince themselves that refusal to take a vacation is a mark of dedication. Nothing could be further from the truth. People need to periodically get away from the job, no matter how satisfying or rewarding it may be.

(8) “Thou shalt not procrastinate”: Most people are naturally inclined to put off doing anything that is unpleasant, but the simplest advice is the best advice: do it and be done with it.
“Thou shalt not be afraid of work”: The world is full of supervisors who lack effectiveness because they lack confidence in themselves. They dread the thought of making a presentation before a group because they fear embarrassment or rejection, and they are afraid to take a new assignment because they “don’t know enough about it”. People who experience these types of fears should remember one thing: “There is no substitute for being prepared”. A supervisor who does his (her) homework will seldom have cause to be embarrassed or afraid.

“Thou shalt not covet another’s time”: People who covet someone else’s time have not learnt how to use their own-and never will unless they are willing to work at it. Supervisors who manage their time successfully have mastered the art of filtering out the few important from the many trivial on-the-job activities. The good supervisor is one who is not a victim of time but its master and helps his (her) subordinates to achieve mastery as well. Remember that your objective should not be to get the most out of your subordinates, but rather the best.

7.4 Meaningless Time

Time is the one commodity you get only so much of. Once it is used up, you don’t get any more. You can’t retrieve all the hours, days-you’ve frittered away, but you can take some positive steps to manage what’s left or today, this week, this quarter.

There are attitudes that, if you adopt them, will allow you to recover both precious time and energy. Think factor is attitude toward time itself. Routine (and hastily) or postpone the second appointment is not appreciable because the first is running long, or got started late?
A written schedule allows to schedule, space and control that valuable resource, and time. Far too many managers do not utilize the structure offered by this simple discipline.

7.5 A Helping Hand

Management courses usually stress the need to delegate tasks. The most managers delegate only those tasks that they cannot handle personally and save all other tasks to do themselves.

(1) Better manager should do himself to do right.
(2) Self work can be faster
(3) Self work can be more accurate

A more successful strategy for delegating work is: A successful manager will perform only those activities that he or she must personally handle and will delegate all other work.

8. FORMULATION OF STRATEGY

Many managers have found ways to improve their own time management and have refined their working habits and strategy so they function more effectively. They've sharpened their skills and disciplines and can now focus on what counts most. They've learned to cope with interruptions, changing conditions, and the demands placed on them by others. But even more important, some of these managers have shared the techniques with others, particularly the people reporting to them. Active guidance of their people in group meeting and one-on-one counseling sessions has produced mutual understanding of the best methods for effective time use and has led to improved productivity, minimal frustration and increased job satisfaction for all.
This makes so much and obvious sense that it’s hard to believe that there are managers who neglect this participatory approach. But some managers are their own worst enemies. They make the incorrect assumption that their time effective work habits will be clear to all and over time will be adopted by the supervisors reporting to them, the group as a whole, and other people and groups in the organization. But the reality is that such an occurrence is not automatic. Further, these manager’s behaviour may be misconstrued and these managers may be seen as curt or abrasive. The attendant resentment may adversely affect work routine and productivity.

It’s often difficult for a manager to formulate a strategy to recognize the impact that his or her actions have in others. Managers usually functions with positive and constructive intent. But methodology and timing are crucial; if one or the other is inappropriate, a manager’s actions can be perceived as and become real obstacles to achievement. Where a manager functions in a counterproductive manner with subordinate management, the subordinate managers not only may be diverted from what’s important but also may transmit changed direction to their own subordinate. As a result, a negative multiplication may take place.

8.1 Complaints stacked up

We tackled the problems over a period of a year, we surveyed first and second line supervisors participating in management development seminars conducted for client companies like DSCL: Sriram Fertilizer & Chemicals, Kota; Chamber of Commerce, an industry, and the Industrial Management Association. These managers were asked to identify three things in higher management that wasted their time. From categorized complaints, it was illuminating to see how the actions of higher management, despite positive intentions, were perceived as becoming real obstacles to accomplishment. Here is how the complaints stacked up, in order of frequency of response:
(i) The boss stops by to socialize, interrupting priority work.
(ii) Everything that comes up must be done “right now”.
(iii) Meetings are called that are unnecessary, called for which the presence isn't needed although requested to attend, or go off track and take longer than necessary.
(iv) Priorities are changed in midstream.
(v) The boss isn't available when really needed.
(vi) The boss gives assignments to the people without the manager's knowledge.
(vii) Boss gives assignments that are someone else's responsibility.
(viii) Assignments are unclear; I'm given incomplete instructions, requirements or information.
(ix) Projects are given with unrealistic timetables.
(x) The authority is not given to make decisions; boss must O.K. everything.
(xi) Sometimes Boss insists to personally handle work assignments that subordinates could do without much direction.
(xii) Boss wants minute details on minor matters, ignoring or withholding action on more important ones.
(xiii) Boss procrastinates in making decisions; there are continuing discussions, reviews and requests for advice.
(xiv) Boss reverses the decisions.

These were the major complaints of first and second line supervisors.

8.2 Strategy for Wasted Time

Needless to say, time management problems and poor work habits can be found at all levels, although our survey research focused on the higher levels of management. There’s no doubt that with awareness and self-discipline most managers at any level could improve their time effectiveness.
by 20 percent. For a manager at the Rs. 50,000 level, in there that’s Rs. 10,000 worth of increased accomplishment. But that’s only the tip of the iceberg because that manager affects the time use and productivity of those reporting to him or her, as well as possibly suffering from misdirection himself or herself from above. This misdirection could represent another 20 percent of misused time, of Rs. 10,000 in the case of Rs. 50,000 manager. A strategy must be formulated for the better utilization of time management.

8.3 Productive thinking: A Strategic Point

How much more productive it would be to take those same time-cost figures, make them positive, and go through the same multiplication. It can be done, but the process isn’t just arithmetic. It means setting in motion the machinery and formulates the following policy to:

(i) Make each person aware of his or her own time use and provide the skills and techniques for effective time management.

(ii) Have each person's share in time management techniques with peers and subordinates and, if appropriate, supervisors.

(iii) Institute direct and combined efforts are needed in an operation to identify interactive timewasters and work towards their elimination. In short, team up for effective time use. That’s the positive multiplication, and the most important and neglected part of time management.

If these objectives are to be met, the effort must extend beyond an individual reading about good time management, beyond even attendance at some seminar on the subject. The effort must be within the entire organization and among groups of people from all levels within the same operation, interdependent operations, or completely separate operations. Management groups on the same or different levels, as well as superior-
subordinate management teams and manager-employee teams, should work
together on time problems.

Identifying objectives are priorities, and the best means to reach them,
often results in surprises, and the differences in perceptions must be
recognized, faced and resolved. Mutual exploration of time wasting activities,
their impact on others, and agreement on their reduction are essential steps.
Such a concerted attack will make a 20 percent improvement in
accomplishment; cost savings, satisfaction, and reduced stress seem
conservative.

Time is a manager’s most valuable (talking a lot) asset, and it worries
that little effort is expended on saving it. In most firms and industries all
assets, whether they be accounts receivable, inventory, cash or equipment,
are carefully checked each month. If errors or discrepancies are found, steps
are immediately taken to bring the particular element “up to par”. How many
managers look as carefully at the way they and their subordinates use times
as they look at the other assets under their control? Is the use of time
efficient, productive or wasteful? Is unproductive time slowly strangling the
department’s productivity, or is effective time management practiced so
employees' contributions are enhanced? There are some for them killing time
is only a nice way of saying that time is really killing us. If time management is
a weakness with you, or your employees, it’s time that you do something
about it.

The world of ineffective time management is made up of endless
deadlines and surprises, traps and interruptions, sleepless nights and half-
done tasks, phone calls not returned, letters not written, promotions and
raises not received. But the manager should not be like this. By prioritizing the
workload, work can be run instead of work running you. This can be possible
for formulating a strategy for smooth maxim of time management.
(i) If you are in an industry – list your tasks on a daily basis and on a weekly basis if possible. By this you should actually write out what you need to do every day. Spend 15 to 20 minutes a night or in the morning making a daily list. You may have five, ten, or twenty items on it. Keep writing until all the things you should do are covered.

(ii) For each item on completed list, ask the question, “is this something I must do, or can someone else do it for me”, If someone can perform a task or do a project, why not let them? Part of a manager’s responsibility is to train and develop people. If you constantly do things that staff members can, you are doing nothing but stifling the creativity of your subordinates. A line can be drawn through the items that can be delegated. This with a reduced list of tasks for the next day.

(iii) Prioritize the remaining items. Use “1” for the most urgent, and “2” for the next, and so on, until all the items are covered. Meetings are identified or other time constraints that may require changing the priorities and adjust the list accordingly. This way a complete list can be made available.

(iv) The next day, act upon it. The start should be with the first job and stay with it until it is finished, then starts with the second, and so on. The self-discipline involved may be hard to find at first, but stick with it. If used daily, this method will work and it will produce results.

(v) At the end of the day, few minutes may be engaged to prepare your list for the next day. On current list, check off all the items that you have finished. The remaining ones, plus new tasks, will make up a new list. All tasks taken can be listed that can be delegated, and prioritize the rest.
(vi) Over time, there may be low-priority items at the bottom of the list that usually stay there continually. It is better to do one of two things with these items. Delegate them or forget them. Research indicates that 10 to 15 percent of the tasks in the list can be eliminated.

(vii) A file is maintained of your daily lists. Periodically reviewing the lists of the last few weeks can safeguard against forgetting or not completing a required task. This review will also help to determine how to spend most of your time. There are some people who even put the number of hours spent beside each item to help them better manage their time. One’s goal should be to make the most effective use of time.

(viii) Delegation, it can play an important role in achieving this objective.

(ix) While identified all those tasks of daily to-do list that can be delegated, write them down on another piece of paper. Better hand over the list to your assistant and let him or her oversee the process delegating the tasks to staff members. This of course, assumes that the individual has been given the proper training.

(x) In delegating the work, the staff member’s strength must be taken into consideration. Tasks that are of an entrepreneurial type or that are non-routine, delegate to employees with judgment and creativity. Tasks that are routine or clear cut, give to the doers. Failure to consider the ability of the delegates to dot the tasks can be useful to spend time precious by “undoing” something that could have been done right the first time by the right employee.

8.4 Handling Interference

No matter how well the manager organizes, there will always be emergency for phone calls, rush projects, special assignments, and the like - interferences with the set plans. A skillful manager can learn how to handle
these interruptions with a minimum of effort and time delay. They do not have to frustrate or create havoc.

(i) There are some ways to minimize the effect of these interferences. Have your secretary screen all incoming calls. Manager should make a sincere effort never to answer the phone yourself. Have the secretary accept calls only from individuals to known, or expecting to hear from. Surprise calls of nature, whether by phone or in person, should be put off by asking the caller either to make an appointment or leave some information and a number for a return call.

(ii) A specific period can be set aside each day, say 30 to 45 minutes, to return all calls. Stick to this plan. Unless it is unusual circumstance, take help of your informed callers that they will hear from you then.

(iii) To avoid last minute surprises, manager should try to maintain good communication with the superiors so notified well in advance of any special assignments, meetings, or other activities. It is to everyone's advantage that surprises be kept to minimum.

(iv) One trap that managers easily fall into, especially new managers spend too much time in handling subordinates problems and questions, leaving little time for the managers own work.

(v) When a subordinate confronts the manager with a problem, then listens acknowledges the problem, and ask, take this advise first “What do you think might be the best solutions”? Ask him to let you think and discuss it then. It is important that the subordinates know that manager is there to help, but it should not be encouraged in a diplomatic manner, that do not let him feel your inability to hear about any problem unless they have a possible solution or solutions to offer at the same time. They will never learn and develop the necessary skills
9. MEETINGS

The average manager spends ten hours a week in meetings, many of them unscheduled. Nine out of ten managers say 50 percent of this time, or one hour per day, is wasted. What can be done about it? Instead of meeting daily for an average of nearly one and a half hours with his 12 key people, to meet weekly for one hour. Because of the change in meeting agendas are being prepared and followed. Only matters of real importance to the whole team are discussed during the meetings. Team members come prepared. Minutes are distributed immediately to those who need them. Action and follow up assignments are made.

What have been the net results? Ninety man hours a week spent in meetings has been cut to 12, and better results are being obtained. Because of the president’s decision, his top managers have 78 more hours to spend with their own team and on priority tasks. A great saving of valuable time and energy is being realized for the company.

Waste of energy in meetings alone is perhaps a worse national scandal than waste of energy in excessive lighting, heating and motoring. Consider the average manager who spends ten hours a week in meetings, or two hours a day. Half of that time, or one hour per day, is wasted. Assume conservatively that 500000 managers attend meeting, that’s a waste of 500000 executive hours daily. At $10 per hour, that’s $5 million being wasted each day in meetings.

9.1 Phone Management

The telephone is a great time saver but it can also be a great interrupter to the smooth functioning of work. Paradoxically, for most people
in India, any time is phone time. Little wonder one gets intermittent telephone calls at all times of the day, and the inevitable result is that the continuity of the work suffers. Therefore, one must escape the “telephone trap” by regulating phone calls to the best possible extent.

Right in the morning, routine personal and social telephone calls can be made even while taking tea or reading a newspaper. And, in the office, the PA could be given the list of people to be called. Those calls can be materialized at the convenient time of the executive. However, as far as possible, during the “quiet hour” and relaxation time, telephone calls should be avoided. Only when they are urgent can exceptions be made to this maxim.

The PA should note down the numbers and names of persons making calls and they should be returned at the earliest opportunity. If the PA is well-trained, he will understand the importance of the call and can thus be of great help to the manager in deciding whether he should answer it immediately or call back at a later time. When the manager is away, the messages received ought to be noted in the message book, the mobile or on e-mail/sms.

There could be a small telephone directory containing numbers that are often used and it should be handy at home, in the office, and with the PA. More important numbers can be entered in the pocket telephone diary or on the electronic diary.

Telephone calls should not be long. They should be crisp and short, clear and purposive. The telephone should help in rational time management and not become a distracter and time waster.

**Ways to Control Phone Time**

Melody and Alec Mackenzie suggest ways to control the phone time. They suggested the following:
(i) The manager should have an assistant, a machine or a voice mail system to screen the calls.

(ii) Return calls should be attended during a block time convenient.

(iii) Prepare a note to each important call made by you, come to the point, and reach an understanding with the other person as to what action will be taken and when.

(iv) Say goodbye courteously as soon as business is finished, than the other person.

(v) Voice-mail facility should be used on your mobile phone.

9.2 Decisional Effectiveness

Making decisions requires judgment, wisdom and willpower. Since every decision has some risk element ingrained in it, there is a natural tendency in people to postpone the decision making process. Small wonder, one finds scores off procrastinators in decision-making. And undoubtedly, indecisiveness is an indicator of bad time management.

A good time manager constantly endeavors to overcome indecisiveness. One can do so, to begin with, by making snap decisions on unimportant matters and then gradually moving up to making rapid decisions on important matters. No decision can be perfect and therefore one should not be afraid of making mistakes. As the saying goes: “Do the thing you are afraid of and the death of fear is certain”.

There is a process of decisions-making that ought to be understood. A decision has several stages: Identifying the problem, examining possible alternatives for its solution, analyzing the pros and cons or cost and benefit of each possible alternative, selecting the best alternative (a decision), implementing the decision, getting feedback and modifying the decision, if it is needed. Thus decision-making is a continuous process and it requires
intuition, wisdom rationality and experience to make it sound. Experience is a great teacher.

10. TIME MANAGEMENT MATRIX

The time management matrix is a time management tool that focuses you on your urgent and important tasks. The time management matrix shows you how to use your time more effectively and identifies your time wasters are and the time management techniques that may be useful for us. The time management matrix is as follows:

<table>
<thead>
<tr>
<th>Urgent</th>
<th>Not Urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I : Activities</strong></td>
<td><strong>II : Activities</strong></td>
</tr>
<tr>
<td>• Crises</td>
<td>• Prevention, Pc Activities</td>
</tr>
<tr>
<td>• Pressing Problem</td>
<td>• Relationship Building</td>
</tr>
<tr>
<td>• Deadline Projects</td>
<td>• Recognizing new opportunity</td>
</tr>
<tr>
<td><strong>II : Activities</strong></td>
<td></td>
</tr>
<tr>
<td>• Proximate, pressing popular activities</td>
<td>• Planning recreation</td>
</tr>
</tbody>
</table>

10.1 Quadrant - I

The essential focus of the fourth generation of management can be captured in the time management matrix; we spend time in one of four ways. The two factor defined on activity are urgent and important; urgent means it requires immediate attention. It's now urgent thing act on us. A ringing phone is urgent. Most people can't stand the thought of just allowing the phone to
ring you could spend hours preparing materials, you could get all dressed up, travel to a person's office to discuss a particular issue, but if the phone were to ring while you were there, it would generally take precedence your personal visit. If you were to phone with someone, there aren't many people who would say, "I'll get to you in 15 minutes just hold." But those same people would probably let you wait in an office for at least that long while they completed a telephonic conversation with someone else.

Urgent matters are usually they press on us, they insist on action, they are often popular with others, they are usually right in front of us and often they are pleasant, easy, fun to do but so often they are unimportant. Importance has to do with results. If something is important, it contributes to your mission, values, and your high priority goals.

We react to urgent matters. Important matters that are not urgent require more initiative, more proactivity. We must act to size opportunity to make things happen. If we don't practice habit. If we don't have a clear idea of what is importance of the results we desire in our lives, we are easily diverted into responding to the urgent. Four quadrants of time management are very important. It deals with significant result that requires immediate attention. We usually call the activities in quadrant 1 "Crises" or problems we'll have some quadrant 1 activities in our lives. But quadrant I consumer are many people they are crises managers, problem, minded people, deadline driven producers.

As long as focus on quadrant 1, it keeps getting bigger and bigger until it dominates you. It's like the pounding surf. A huge problem comes and knocks you done and you are wiped out, you struggle back up only to face another hour that knocks you down and slams you to ground.
Some people are literally beaten up by problem all day every day. The only relief they have is in escaping to the not important, not urgent activity. So when you look at then total matrix 90% of their time is in quadrant 1 and most of the remaining 10% is in (quadrant IV, with only negligible attention paid to quadrant II & III) that how people who manage their lives by crises live.

<table>
<thead>
<tr>
<th>I</th>
<th>II</th>
</tr>
</thead>
<tbody>
<tr>
<td>III Results</td>
<td>IV</td>
</tr>
<tr>
<td>- Short term focus</td>
<td></td>
</tr>
<tr>
<td>- Crises Management</td>
<td></td>
</tr>
<tr>
<td>- Reputation – chameleon character</td>
<td></td>
</tr>
</tbody>
</table>

People who spend time almost exclusively in quadrants III and IV:

Basically lead irresponsible lives.
Effective people stay out of quadrant III & IV because; urgent is not important. They also shrink quadrant I down to size by spending more time in quadrant - II.

Quadrant II is the heart of effective modern.

In management, it deals with things that are not urgent, but are important. It deals with things like building relationships writing a personal mission statement, long range planning, exercising, preventive maintenance, preparation all these things we know we need to do, but somehow seldom get around to doing because they are not urgent.

To perhaps Peter Drucker, "effective people are not problem - minded, they are opportunity minded". They feed opportunities and stove problems. They think preventively. They have genuine quadrant I crises and emergencies that require their immediate attention, but the number is comparatively small. They keep P and Pc in balance by growing on him important but not urgent, high beverage capacity building activities of quadrant II.
With the time management matrix in mind take a moment now and consider that this is most important aspect they are obviously important, deeply important, but not urgent.

Quadrant II activities have that kind of impact. There are one question aspect to shopping manage work that you know would have enormously positive effects on the results, what would it be." Their unanimous response was to build helpful personal relationship with the tenants, the owners of the stores inside the shopping centre which is a quadrant II Activity. We did an analysis of the time they were spending on the activity It was less than 5%. They had good reasons problem, one right after another. They had reports to make out meetings to go to, correspondence to answer, phone calls to make, and constant interruption. Quadrant I had consumed them.

They were spending very little time with the store managers, and the time they did spend was filled with negative energy. The only reason they visited the store managers at all was to enforce the contract to collect the money or discuss Advertising or other practices that were out of harmony with centre guidelines are some similar things.

The store owners were struggling for survival, let alone prosperity. They had employment problems, cost problems, inventory. Most of them had no training in management at all and some were fairly good merchandisers, but they needed help. The tenants didn't even want to see the shopping center owners, they were just as more problem to control with. So the owners decided to be proactive. They determined their purpose, their values, and their priorities. In harmony with these priorities, they decided to spend about one third of their time in helping relationships with the tenants.

In working with that organization for about a year and a half and climb around 20% which represented more than a fawfald increase. In addition,
they changed their role. They became listeners, trainers, consultants to the tenants, their interchanges were felt with positive energy.

The effect was dramatic profound by four swing on relationships and results rather than time and methods, the numbers went up, the tenants were thrilled with the results created by new ideas and skill, and the shopping center managers were more effective and satisfied and increased their list of Potential tenants and lease revenue based on increased sales by the tenant stores. They were no longer policeman or hovering supervisors. They were Problem solvers, helpers.

Whether we are students at the university, a worker in an assembly line, a home maker, fashion designer or president of a company, always believe that if you were to ask what lies in Quadrant II and cultivate proclivity to go after it, and always find the same result, our effectiveness would increase dramatically. Crises and problems would shrink to manageable proportions because you would be thinking ahead, working on the roots, doing the preventive things that keep situations from developing into crises in the first place. In time management this is very important and 80% of the result flows out of 20% of the activities.

What it takes to say "NO"

The only place to get time for quadrant II in the beginning is from quadrants III and IV. You can't ignore the urgent and important activities of quadrant I, although it will shrink in size as you spend more time with prevention and preparation in quadrant II. But the initial time for quadrant II has to come out of III and IV. You have to be proactive to work on quadrant II because quadrant I & III work on your.

Keep in mind that we are always saying "No" to something. If it isn't to the apparent, urgent things in your life. It is probably to the more
fundamental highly important things. Even when the urgent is good, the good can keep you from your best; keep you from your unique contribution if you let it.

We say "yes" or "No" to things daily, usually many times a day. A centre of correct principles and a focus on our personal mission empowers us with wisdom to make those judgments effectively. As we work with different groups we tell them that the essence of effective time and life management is to organizationalize and execute around balanced priorities then we ask this question if we were to fault our self in one of three areas to would it be: - (i) The inability to prioritize (ii) The inability or desire to organizationalize around these priorities or (iii) The lack of discipline to execute around them, to stay with your priorities and organization?

Most people say their main fault is a lack of discipline deeper thought, we believe that is not a case. The basic problem is that their priorities have not become deeply planted in their hearts and minds.

There are many people who recognize the value of quadrant II activities in their lives, whether they identify them as such as not and they attempt to give priority to those activities and integrate them into their lives through self discipline alone. But without a principle center and a personal mission statement, they don't have the necessary foundation to sustain their effort. They are working on the leaves of the attitudes and the behaviours of discipline without even thinking to examine the roots, the Basic paradigms from which their natural attitudes and behaviours flow. A quadrant II focus is a paradigm that grows out of a principle centre. If we are centered on our spouse, our money, our friends, our pleasure or any extrinsic factor, we will keep getting thrown back into quadrants I & III, reacting to the outside forces our life is centered on. Even if we are centered on ourself, we will end up in I
and III reacting to the impulse of the moment our independent will alone cannot effectively discipline our against and our center.

In the words of the architectural maxim, form follows function: - Likewise, management, follows leadership. The way we spend our time is a result of the way we see our time and the way we really see our priorities. If our priorities grow out of a principle centre and a personal mission if they are deeply planted in our heart and in our mind we will see quadrant II as a natural exciting place to invest our time. It is almost impossible to say "No" to the popularity of quadrant III or to the pleasure of escape to quadrant IV if we don't have a bigger 'yes' purring inside only when we have the self awareness to examine our program and the imagination and conscience to create new, unique, principle centered program to which you can say 'yes' only then we will have sufficient independent will power to say 'No' with a genuine smile to the unimportant.

10.2 Quadrant-II

If quadrant II activities are clearly the heart of effective personal management the "first things" we need to put first then how do we organizationalize and execute around those things?

The first generation of time management does not even recognize the concept of priority. It gives us notes and "to do" lists than we can cross off and we feel a temporary sense of accomplishment every time we check something off but no priority is attached to items on the list. In addition there is no correlation between what's on the list and our ultimate values and purposes in life. We simply respond to whatever penetrates our awareness apparently needs to be done.

Many people manage from this first generation paradigm. It is the course of least resistance. There is no pain on strain, It is fun to "go with the
flow." externally impaired disciplines and schedules give people the feeling
that they aren't responsible for results.

But second generation managers assume a little more control. They
plan and schedule in advance and generally are seen as more responsible
because they "show up" when they are supposed to but again the activities
they schedule have no priority or recognized correlation to deeper values and
goals. They have few significant achievements and tend to be schedule
oriented.

Third generation managers take a significant step forward. They clarify
their values and set goals. They plan each day and prioritize their activities.

But first generation managers, definitely are not effective people. They
produce very little and their life style does nothing to build their production
capability. Buffeted by outside forces, they are often seen as undependable
and irresponsible, and they have very little sense of control and self esteem.

This is where most of the time management field is today. But this third
generation has some critical limitations. First, it limits vision, daily planning
often misses important things that can only be seen from a large perspective.
The very language "daily planning" focuses on the urgent the "How". While
third generation prioritization provides order to activity, it doesn't question
the essential importance of the activity in the first place. It doesn't place the
activity in the context of principles, personal mission, roles and goals. The
third generation value – driven daily, planning approach basically prioritizes
the quadrant I and III problems and crises of the day.

In addition the third generation makes no provision for managing roles
in a balanced way. It lacks realism creating the tendency to schedule the day,
resulting in frustration and the desire to occasionally throw away the plan and
escape to quadrant IV. And its efficiency, time management. Focus tends to strain relationships rather than build them.

While each of the three generations has recognized the value of some kind of management has produced a tool that empowers persons to line a principle centered, quadrant II life style. The first generation rate pads and "to do" lists give us no more than a place to capture those things that penetrate our awareness so we won't go for organizing them. The second generation appointment loops calendars merely provide a place to record out future commitments so that we can be where we have agreed to be at the appropriate time.

10.3 Quadrant - III

Even the third generation, with its vast array of planners and materials, focuses primarily on helping people prioritize and plan their quadrants I and III activities. Though many trainers and consultants recognize the value of quadrant II activities, the actual planning tools of the third generation do not facilitate organizationalize and executing around them.

As each generation builds on these that have preceded it. The strengths and some of the tools of each of the first these generations provide elemental material for the fourth. But there is an added need for a new dimension, for the paradigm and the implementation that will empower us to move into quadrant II, to become principle centered and to manage ourselves to do what are truly most important works.

The Quadrant II Tool

The objective of quadrant II management is to manage our lives effectively from a center of sound principles from a knowledge of our personal mission, with a focus on the important as well as the urgent and within the framework of maintaining a balance between increasing our production and
increasing our production capability. This is admittedly, an ambitious objective for people caught in the thick of thin things in quadrants III & IV. But striving to achieve it will have a phenomenal impact on personal effectiveness. A quadrant II organizer will neglect rising important criteria

**Coherence**

Coherence suggests that there is harmony, unity and integrity between your vision and mission, your roles and goals, your priorities and plans and your desire and discipline. In our planner there should be a place for your personal mission statement so that you can constantly refer to it. There also needs to be a place for your roles and for both short and long term goals.

**Balance**

Your tool shed help you to keep balance in your life, to identify your various roles and keep them right in front of you. So that you don’t neglect the important ones such as your health, our family, professional preparation or personal development. Many people sum to think that succession in one area can compensate for failure in other areas of life. But can it really? Perhaps it can be for a limited time in some areas. But can success in your profession impregnate for a broken marriage, ruined health, or weakness in personal character? True effectiveness requires balance, and your tool needs to help you to create and maintain it.

**Quadrant II Focus**

We need a tool that encourages us, motivates us, actually helps us spend the time we need in quadrant II, so that we are dealing with prevention rather than prioritizing crises. So the best way to do this is to organize our life on a weekly basis. We can still adapt and prioritize on a daily basis, but the fundamental thrust is organize the week. Organizing on weekly basis provides much greater balance and context than daily planning. There seems to be
implicit cultural recognition of the week as a single, complete unit of time. Business, education, and many other facts of society operate within the framework of the week, designating certain days for focused investment and others for relaxation or inspiration.

Most people think in terms of weeks, but most third-generation planning tools focus on daily planning. While they may help you organize crises and busy work. "The key is not to prioritize what's on your schedule, but to schedule your priorities, and this one best be done in the context of the week.

A "people" dimension: - We also need a tool that deals with people, not just schedules. While we think in terms of efficiency in dealing with time. A principle centered person thinks interim of effectiveness in dealing with people. There are times when principle centered quadrant II living requires the super-ordination of schedules to people. Our tool needs to reflect that value, to facilitate implementation rather than create guilt when a schedule is not followed.

Flexibility

Our planning tool shall be our servant, never our master. Since it has to work for us, it shall be in our style, our needs, and our particulars ways.

Portability

Our tool shall be portable, so that we can carry it with us most of the time. We may want to review our personal mission statement while riding in the bus. We may want to measure the value of a new opportunity against something we already have planned. If our organization is portable, we will keep it with us. So that important data is always within reach.
Since quadrant II is the heart of effective self-management, we need a tree that moves us into quadrant II. Third generation tool can easily be adopted. Because the principles are sound, the practices or specific application can vary from the individual to the next.

**Becoming a Quadrant II self Manager**

It organization involves four key Activities:

1. **Identifying Rates:** The first task is to write down our key roles. If we haven’t really given serious thought to the roles in our life. We can analyze what immediately comes to mind. We have a role of an Individual. We can play one or more roles as a family member: - A husband or wife mother or father, son or daughter a member of the extended family of grandparents, aunts, uncles and cousins. We may want to list a few roles in our work. Indicating different areas in which we wish to invest time and energy on a regular basis we may have role in church or community affairs.

   We don’t need to worry about defining the roles in a way that we will live with for the rest of our life – just consider the week and write down the areas we see our self spending time in during the next seven days.

2. **Selecting goals:** Goals shall reflect quadrant II activities. Ideally, these short term goals would be tied to the long term goals and identified in conjunction with our personal mission statement. But even if we can get a falling, a sense, of what is important as we consider each of our roles and two or three goals for each.

3. **Scheduling:** So we can look at the week ahead with our goals in mind and schedule time to achieve them for Example: - if our goals is to produce the first draft of our personal mission
statement, we may want to set aside a two hour blank of time on Sunday to work on it. Sunday is often the ideal time to plan our more personally uplifting activities, including weekly organization. It's a good time to draw back, to seek inspiration to look at our life in the context of principles and values.

If we set a goal to become physically fit through exercise, we may want to set aside an hour three or four days during the week to accomplish those goals. There are some goals that we may only be able to accomplish during business hours or some that we can only do on Saturday when all family members are at home.

10.4 Quadrant IV

Having identified roles and set goals we can translate each goal to a specific day of the week, either as a priority item or even better, as a specific appointment. We can also check our annual or monthly calendar for any appointments we may have previously made and evaluate their importance in the context of our goals, transferring these we decide to keep our schedule and making plans to reschedule or cancel others. Quadrant II weekly organization gives us the freedom and the flexibility to handle unanticipated events, to shift appointments if we need to, savour relationships and interactions with others to deeply enjoy spontaneous experiences, knowing that we have proactively organized on week to accomplish key goals in every area of our life.

Daily Adapting

Quadrant II weekly organization daily planning becomes more a function of daily adapting of prioritizing activities and responding to unanticipated events, relationships and experiences in a meaningful way. So
every morning to review our schedule and put in touch with the value bared decisions we made and we organizationanized as the week as well as unanticipated factors that may have come up. So that we see that our roles and goals provide a natural prioritization that grown out of our innate sense of balance.

11. NATURE BENEFITS

Time is a unique commodity that is given equally to everyone regardless of age or station. Time always moves at per determined and constant rate, but no one ever seems to have enough time. Since we cannot create more time, we must conserve the time allotted to us.

Elaborate records are kept for money, material and equipments etc. however, recording and analysis of time is often neglected. Time is an invisible, non-inveasible irretrievable and non-renewable resource. Yet perceptions and attitudes towards time are usually found to be important and casual, Time needs more attention. So if you don't care for time, time will not care for you, unless time is managed nothing else can be managed.

Time management is nothing but self management. Its Physical aspect is time planning. Time recording, time budgeting, time control, time Analysis and reporting. Its managerial aspect are intelligent delegation quiet hours, good decision making, but It is not sufficient more critical are behavioral aspect. Basic change in individual perception and attitude towards time a personal commitment to punctuality and orderly life. Re-ordering of priorities and change of work habit are most critical factors in time management when we manage time we have to manage "Self".

When a person moves from lower level of management to middle level and from middle level to top level, He has to learn new things and unlearn the old ones. Transformation from a worker to manage requires change in habits
and attitudes. This change is usually found to be different in actual practice, change from working to utilization and development of people within and outside the organization is found to be difficult. Time management help us in increasing your discretionary time by minimizing wastage of time and then putting to optimum use. It also helps us to plan execute delegate and decide in a better way. It will reduce stress and improve life in an organization and at home will become happier and satisfying thus quality of life will improve. However we shall carefully note the limitations of time management: -

- Time cannot be controlled and manage. It is our self that is to be controlled and managed with the help of time management technique.

- Time management is not a substitute for management. It cannot provide solutions for management. It cannot provide solutions to management problems. It simply increases our managerial effectiveness through better planning, organization, staying, directing, communicating, controlling and better co-ordination as a result leading to improved Productivity. It will help in finding solutions to managerial problems.

- Time management offers no guarantee of success to the enterprise. It will help in minimizing risk of failure. Profitability has several other determiners over to which time management has no control.

12. PRINCIPLES OF TIME MANAGEMENT

Time management principles are a key part of getting control of your time. Most people need some sort of a system to save time and make time because it is pretty much impossible to keep it all in your head. In today’s world time pressure you need to follow a set of principles that will help you overcome
modern day time challenges. The some principles of time management is as follows:-

(i) Time decoding
(ii) Time Analysis
(iii) Self appraisal
(iv) Time planning
(v) Time Budgeting by priority
(vi) Flexibility
(vii) Delegation
(viii) Activity Segmentation
(ix) Centre of Interruption
(x) Minimization of routine work
(xi) Monitoring and follow up
(xii) Repeated Analysis

13. STEPS OF PROCEDURE OF TIME MANAGEMENT

1. **Time logging:** Start keeping a time log. Record your activity within each time span of 15 to 30 minutes and classify the activities into various groups like pay off time investment time, Organization time and wasted time. Subsequently divide them into controllable and uncontrollable categories.

2. **Time planning:** Use a daily time planner listing activities in 15 to 30 minutes blocks in order of priority. We may also use annual and monthly time planner. We shall use the strategy of allocating total available time at our discretion. An important element in time planning would be 'goal setting'. If we don't know our destination. We are bound to wander and waste our time. According to Merrile Douglas “Most of us don't think about goals very much. We just respond and react to pressures from other people or things. If we want to control our own
time and life, then we must decide what our goals will be. No one can do this for us. And since we tend to find what we look for. It is important to be pursuing the right personal goals."

Determine the time we plan to allocate to each of the goals we set long term as well as short term. Each day is part of our life. Therefore, maintain harmony between daily plan and life time goals.

While preparing a daily plan emphasize on two or three major tasks we would like to achieve, instead of doing too many things and achieving too little. Keep the goals specific, sub divided into objectives and realistic.

After establishing goals, set our priorities, rate our goals and objects in order of importance concentrate on doing the most important first. Remember and practice.

**Pareto’s Rule**: The 80/20 rules says to achieve 80% of result from 20% selected items to avoid anything that is setting correct goals and pursuing them correctly will save time and reduce lot of stress. Working life and private life both will become happy and satisfying. One hour used in thinking and planning will save three hours in execution. Priorities shall be set daily before the beginning of the working day. Then write down all the things we want to do on a day plan daily and follow it, review it. This is basic step towards control of "self" and control of time. Prime time shall be used for creative thinking, planning and deciding most difficult issues things of lower priority may be scheduled when we are tired. By goal setting Priorities and time scheduling, we will find our self more organizationalize.

3. **Communication**: - Goals and objectives must be clearly and timely communicated to the subordinates concerned. They must clearly understand what is expected from them by us. Then we shall seek timely feedback for our subordinates and their suggestions shall be
carefully considered and incorporated in the daily plan. Due credit shall be
given to them for their useful ideas and suggestions. This will encourage creativity
and commitment on the part of these subordinate.

4. **Decision Making:** - For right work to be done rightly appropriate and timely
decision is needed. Effective decision is needed. So if we have control of our life,
we want to manage time. Well organizationalize and well planned life will
provide enough discretionary time to do things in priority and follow up.

5. **Clear desk:** - Desk shall be used for doing work. It shall not be allowed to
be used as a storage cabinet for junk and scrap, desk shall be functional. The
drawer of desk shall be used to keep things that are constantly needed to perform
your work. Well planned manager is better organizationalized, the physical evidence
of this is his/her clean desk. Desk shall be organizationalized in such a manner that you are
able to see the papers on tap of it at all times. You shall work on one thing
at a time. Other things must be put at proper place and on priority bases. These
must be easily accessible when required. Don't allow the desks to be cluttered.
Don't put papers in drawers in loose manner.

6. **Organizationanized files:** - Unorganizationanized files and incomplete
files are big time killers. Files must be properly numbered classified and
protected filing must be up-to-date only. Active files shall be put on or near
the desk. Confidential files must be kept in safe custody of ours or with
some confidential subordinate. Unauthorized access to files shall be
strictly prohibited and movement of files be duly recorded in a register. Discarded,
destroyed and inactive files are stored at lower cost spaces.
7. **Paper Disposal:** - Papers requiring immediate action shall be put on desk only when some action is to be initiated, papers to be read shall be quickly read and classified for action / field / destroyed / pass on papers to be thrown out must be put in waste paper basket or destroyed at the earliest. Handle each paper only once and preferably daily paper disposal be scheduled at one time daily and generally at the end of the day.

14. **SUMMARY OF TIME MANAGEMENT**

In Time Introduction our lives we are all confronted with the problem of managing our time. If you think slightly deeper, you shall find time everywhere. It is omnipresent. Whenever and whatsoever we think about, time is a part of it. Try to think who are you? You are as many years - i.e. Time you have lived. Whatever exists in the world encompasses time in it. You may become administrator, doctor, engineer, industrialist, businessman and agriculturist/farmer. Who has shaped you? It is only time, isn’t it? We may say that time have shaped you, me and every one of us. Time makes a youth out of a child. A youth is turned aged and old by time.

When we take care to manage time, it is at times difficult and sometimes tiring also. When we manage it, it benefits us enormously. If we swear that time is life then we will accept my preposition that by managing time, we manage our life, and by doing so we manage our life the way we want it to be.

We accept this preposition because we all love our life, so we should love time because life is shaped by time. If we were to know the reality then, we make this poser; does a person who wastes his time try to save his life?
Do not think that time management is a difficult task. It is difficult for those who make easier tasks difficult. So let us see, if it is needed easy, how is it so.

It is simple. Its definition is very simple and to carry out the task of time management is still simpler. The definition of time management is very simple. Do you find the definition complex and difficult? Ah! Well, how can those of you who learn the theories of Einstein and that of economics find if anywhere difficult?

Hereby time management, I do not mean that we should increase our hours of study or study more and more. We should draw more time for studies. It also does not mean that we save on our leisure time. Time management doesn’t mean more and more hours for study. It also doesn’t mean to keep working or work more and more. You may be confused if you were to do so. You may keep doing so for some period of time but never for a longer period, if we do it for a longer period we are likely to get into trouble with our physical health and mind. Then what could be the advantage of time management. Because time is present everywhere it is with every one of us, so to reconcile time means to reconsider or manage everything, and not being after just a single issue or task. Without ever understanding the fact we can never care to manage time properly.

In my view simplify the meaning of time management, I would say when it is time to sleep, and you should go to bed. Whereas you go to sleep when you really should not. You should eat while you have to eat; you should play while you have to play.

But you finish your task of eating at the earliest in a hurry. Or else you keep playing when it is study time, or you don’t play when you have to play because you feel you are eating time. When you are spending time with your
friends, you feel you should have been studying at home. And when you sit to study you feel you could spend time watching a movie. Now you understand the problem and task at hand you have to attend to make time management possible.

If our work is not being done properly then it is wastage of time, irrespective of the hours spent on doing it.

We need time to study. We have a couple of hours to study and we settle down to study. Remember, we are present where our mind is. For example you are sitting in your classroom. But your mind is wandering outside. The teacher is teaching. His voice is reaching to yours ears. The taught lesson will not come to you because your mind is wandering outside the class. You will be left wondering if the teacher were to ask you a question about the lesson taught. Since your mind was not there you could not translate whatever you heard into your mind. When you look at something and your mind is somewhere else, what you see cannot be imbibed into your mind easily.

“If we are given a pen, saying, this is Mahatma Gandhi’s pen. As you touch the pen you start feeling greatness of the pen inside. Who felt is was not in your mind? It all means whatever we are, we are the mind. We live where our mind is. In practice the right opposite happens. We are physically present at a place mentally are somewhere else and not at the place where we physically are. If we are distributed into two won’t our time be distributed into two fragments? Half of our time is with our body and half of it is with our mind. Therefore, you should clarify yourself that time management doesn’t mean as to how many hours you have spent at learning or studies. It only means how much of what you studied you assimilated. Studying is not related to hours spent on it, but on assimilation.”
There is a boy who learns 10 pages in one hour and there is another who takes three hours to learn 10 pages. Should they be given similar advice? No, because they differ in their abilities.

Let us come to another important aspect ovulated to line. If we are a student, spending time in studying is a major part of life. It is an important task but not the only task. It happens with study-oriented students. They forget playing, sleeping, roaming, eating, enjoying, entertaining, laughing and gossiping, essentially. They feel such things, useless, indecent and a waste of time. They do not think on the right path.

We should assume that our body is part of the nature that has created the trees, the birds and the animals. We have been structured like them by the nature. Just imagine if we do not have the body, will we exist? We want to study. By studying we want to achieve something. By achieving something we want to do something. Well, it is true to say. We shall have to think so. Along with it we shall have to think as to how we can study. If we are not healthy how will we study? If our eyes are weak can we study? If our brain is weird, is tensed will we be able to study? The only answer is no. we can't study. If we can across the river with the boat is it not our responsibility to look after the boat i.e. your body. How is that we tend not to care for it? That is where most of us go astray. We tend to get lost in our work and our study that we fail to take care of our body. As a result, the body gets annoyed and stops taking care of us. If it happens so and you fall ill, then how will we manage time?