1. LEVEL OF DELEGATION

Napoleon Bonaparte, Emperor of France, used to proclaim: “I multiply myself through delegation”. A good executive multiplies himself by wisely delegating responsibilities to his team members. No doubt, there are certain tasks which, on account of their critical importance and sensitive nature or because of legal imperatives, may have to be handled by the top man himself. Still a large number of functions can be reasonably and safely delegated to the various members of the organization or industries.

While delegating responsibilities, concern should be shown for:

- The nature of the task, its complexity and sensitivity.
- The competence of the person to whom the task is delegated.

An effective executive is able to identify the distinctive qualities of his team members and delegate responsibilities to them accordingly. Once the delegation is made, there should be least interference by the boss i.e. he should refrain from meddling into the delegated tasks except when the exigencies demand otherwise. What his team members can do well, the boss should not do himself. If you have a watchdog, you don’t bark yourself. Let the competent team members perform their tasks well. Thus a good executive is one who can identify right people for right jobs and entrust them with appropriate responsibility, for it is only when people feel responsible that they act responsibly.
When tasks are delegated, it requires constant and effective monitoring and supervision to ensure that the delegated responsibilities are performed faithfully and corrective action is taken if and when necessary. And when it is observed that a particular manager is not handling the delegated tasks competently and with sincerity and responsibility, reallocation of delegation ought to be resorted to. Such revisions and adaptations are a normal course in any dynamic organization.

One occasionally encounters executives who by nature are centralizers or do not fully trust their team members. Their approach restricts the scope of delegation and adds to their own burden. With a very wide span of attention, a centralizer may not be able to handle his obligations satisfactorily. Although there may be certain personnel who do not come up to the expectations of their seniors, yet the solution lies not in ending delegation but in mending it.

An important principle of management is that authority and responsibility should go together. A proper fit between the two is an important feature of effective delegation. In the absence of proper delegation of authority, responsibilities cannot be carried out and there would be all-pervading stress in the organization. An individual who does have sufficient powers to carry out his delegated responsibilities would feel frustrated and helpless. To prevent any such demoralization, a delegation plan should be formulated and implemented with skill. Further, no person should be delegated authority in excess of his responsibilities. Such a situation can lead to irresponsible behavior on his part.

2. COMMUNICATION OF DELEGATION

Delegation should be as specific as possible and should be made in writing. Clear lines of authority are created by making the scope of authority clear to each subordinate as well as to the manager;
(i) Policies, procedures and statements of the job responsibilities and authority may seem to narrow the range within which a person may make a decision, but tend to provide a greater sense of freedom than if the boundaries were ambiguous or inconsistently maintained.

(ii) Effective communication is a very important part of the delegation process and is the means by which delegation is accomplished. There must be clear lines of communication from the top to the lowest level of the organization.

(iii) Delegation requires, in addition, certain attitudes on the part of the delegating manager, such as receptiveness to other people’s ideas, a willingness to release some decision-making power, a willingness to let others make mistakes, and willingness to establish and use broad controls, rather than specific, detailed controls. Perhaps the greatest challenge to the delegating manager is the development of a sense of participation in subordinates.

(iv) Some managers may be confident that they are truly delegating authority to their subordinates, but in fact subordinates rarely initiate action and invariably clear all questions with the boss. The amount of the suggestions, recommendations and opinions actually initiated by the subordinate provides a clue concerning the extent to which authority is really delegated. Managers may spend so much-time with trivial details or reserve so many kinds of problems for personal attention that they are unable to organize, supervise, devote time to forward planning and take advantage of opportunities. Managers will enhance their contribution by concentrating on tasks that contribute most to the organization’s objectives and assign to subordinates other tasks.
Merits – The benefits of delegation:

(i) They help the manager who delegates and they are crucial to the development of his or her subordinates.

(ii) The overall strength and efficiency of the organization is enhanced.

(iii) Successful managers are paid not only for their administrative capability, but also for their innovations and influence.

(iv) They are expected to handle the routine activities of their departments with aplomb, and to keep the wheels turning smoothly even during unexpected difficulties. But the real measure of their potential value to the organization is in their creativity and their ability to get things done through other people.

The art of delegation illustrates confidence in the subordinates and trust that they can do the job. By keeping performance standards high, and letting people know that you truly expect them to be successful in meeting those standards, your influence will grow beyond your domain. Success breeds success, and you will be sought after as a winner who produces winners.

The other aspect of delegation benefits the subordinates. If they learn that you believe in them, that you will provide opportunities for growth and recognition, they will rise to meet your expectations.

3. OTOOLE’S LAW OF DELEGATION

Murphy's Law says that if it can go wrong, it will go wrong. O'Toole's Law says that Murphy was an optimist! So what can go wrong when you delegate?

Quite a lot, actually, but don't give up hope.
The first step to being a successful delegator is that everything will seldom be easy, perfect and completely to your liking. Remember, someone else is going to do the job and you are going to let him or her take the hurdles by him or herself. Of course, there will be mishaps and disappointments, but they come with the territory, and properly managed they give us growth – in ourselves as well as in our subordinates.

As a manager, the trust is up front when to delegate. Don’t be surprised if you have mixed feelings even about your most capable lieutenant. In case he fails, the judgment decided is called into question, but if he succeeds too well, your own job security might be threatened.

The subordinate will also have his or her share of fear: fear of failure, fear of loss of approval, fear of the unknown. But the only way to progress is for both of you to accept these misgivings and begin the process.

However, authority should be delegated to the extent necessary to accomplish results expected. Delegating managers always retain all their responsibilities, however, in the sense of never being freed of ultimate responsibility for the activities of subordinates. Allowing managers to evade their responsibilities simply by getting someone else to assume the duties would break the single chain of command and leave no way of knowing who was accountable for what.

**Prerequisites**

Prerequisites to delegation include the development of organization objectives, policies and guidelines; clear definitions of the responsibilities and authority of each job; time schedule, identification of specific results, means
of measurement; the specific role of the superior and the subordinate; and provision for control and minimum time between feedback and correction of deviations.

(i) Assignment of duties. The person who is delegating indicates what work the subordinate must do in terms of activities and/or results to be achieved.

(ii) Granting of permission (authority). The person who is delegating transfers to the subordinate certain right, such as directing the work of others, using food and supplies, representing the organization to outsiders, or taking other steps necessary to fulfill the duties that create an obligation.

(iii) Creating an obligation (responsibility). In accepting an assignment, a subordinate takes on obligations to his boss to complete the job. This is the moral compulsion felt by a subordinate to accomplish his assigned duties.

There are degrees of delegation ranging from fact-finding to decision making. The degree of delegation is based upon such general factors as atmosphere or setting in the organization, importance of the decision, and management philosophy.

More specific factors include the nature of the task, the ability of the person doing the work, the amount of top management interest, and the time available for task completion.

Delegation can range from only delegating the task of investigation upto investigation decision and action.

(i) Investigate and report back. Manager makes the decision and takes appropriate action.
(ii) Investigate and recommend action. Manager evaluates the recommendation, makes the decision and takes action.

(iii) Investigate and advise intended action. Manager evaluates the decision made by a staff member and approves or disapproves.

(iv) Investigate and take action; advise of action taken. Here manager displays faith in the staff's ability but wants to be kept advised of what's going on.

(v) Investigate and take action. This is full delegation and displays complete faith in your staff's ability.

4. DELEGATION POSITION IN SHRIRAM FERTILIZER & CHEMICALS.

(i) The superior understand, and agrees with, the theory of delegation. Each subordinate receive orders from and report to only one superior thus adhering to unity of command.

(ii) Responsibilities are assigned as far down the organizational structure as there are sufficient competence and information for effective decision making and performance.

(iii) Only decisions that cannot be made at a given level are referred upward.

(iv) Responsibility is not delegated, as no superior escape responsibility for activities, performance and evaluation of subordinates through delegation.

(v) Accountability, the obligation to report to one's superior is delegated or assigned.

(vi) A clear definition of the scope, responsibility authority, objectives, who may provide help, potential consequences and functional relationships,
is provided for every position. Delegation of authority for a whole job is made whenever possible.

(vii) There is a clear chain of command from the ultimate source of authority to every position. Every subordinate know who delegates authority and to whom matters must be referred.

(viii) Authority is commensurate with responsibility.

(ix) Authority and responsibility are accompanied by accountability for both work and teamwork.

(x) Jobs are delegated by the results wanted, and the performance standard expected, and this is how the performances are evaluated.

(xi) Works are to be delegated only to qualified people, or necessary job training are provided.

(xii) The managers are accessible when subordinates have problems and know what kinds of help they need.

(xiii) Concept visualization and goals achievable are shared with subordinates, so they have enough information to make decision at their level.

(xiv) Controls that indicate early difficulties are established and necessary corrective action is taken. Progresses are checked periodically. Errors are corrected and success is recognized as the subordinate makes progress.

Dale McConky, in No-Nonsense Delegation, suggests the following items be delegated powers:

(i) Matters that keep repeating themselves

(ii) Minor decisions most frequently made
Nearly everyone agrees that managers must delegate. Many managers, as well as subordinates, are uncomfortable with the idea. Actually there are several reasons managers don't delegate. The rationalizations offered above simply mask other often hidden explanations.

Most managers refuse to delegate because they do not trust the delegates, even when there is no proof that the delegate cannot, or will not, perform. This attitude of prejudging a subordinate's ability could be a subconscious way for the manager to avoid confronting the fact that he or she may have recruited an incompetent. It is difficult to delegate and witness the process of failure, or to invest the time necessary to develop subordinates to obtain success. Nevertheless, avoiding delegation, because of this feeling, certainly precludes all possibility for subordinate development and proves nothing—except that the manager is doomed to do the work forever.

Some managers feel guilty about delegating work. Most of the administrative work you get will have filtered down from your superiors. Many managers feel a somewhat natural aversion toward assigning work. We are culturally conditioned to egalitarian attitudes ("Don't be bossy!") from childhood.

Non-delegating managers sometimes fear that by delegating, they will lose personal control of the effort. Certainly, you need complementary mechanisms, like follow-up and project-management techniques. If these
complementary tools and techniques are not in place, you may indeed lose control of the project.

Other managers doubt their own ability to judge their subordinates workload and avoid delegating out of the fear that they will overburden subordinates and delay other project.

The manager’s time is more expensive and important to the company than the subordinate’s time and there are more delegates than delegators. Once this concept is internalized, it follows logically that delegation to several subordinates produces more (and more important) work at less cost to the company – the very essence of improving productivity.

**Important Syndrome**

Disciplined delegation, however, simply enables managers to gain control of a task, as opposed to doing it personally. Supporting project-management techniques allows for the maintenance of control. If it is difficult for you to delegate, the less seasoned members of your own management team offer an even greater potential for administrative constipation. Only effective project-management and follow-up techniques will help you break through such bottlenecks.

Obviously, delegating will work only if your staff is trained to handle nearly every aspect of your job (except the functions, like personnel appraisals, you absolutely must perform yourself). No matter how comfortable you become with delegating, your staff must be capable of doing the job, or it won’t work.

The staff should be capable of handling the work delegated. The easiest way to accomplish this is to hire “ideal” subordinates, people who are not only fully trained but who operate “on your wave length”. Ideal subordinates are
not so easy to find, however, the subordinate should be trained, if not in specific job skills, attuning to your management style.

5. MEETING CONDUCTION IN DSCL: SHRIRAM FERTILIZER & CHEMICALS.

DSCL has established the norms of the meetings:

(i) The time be fixed for the meeting before hand.

(ii) The memo's statement of the purpose of the meeting be prepared.

(iii) The purpose of meeting should be clearly stated by the head at the beginning. Does head clearly indicate to the members the nature of the meeting: informative, consultative or executive? That is, did they know how much influence they would have on the decision?

(iv) Does the discussion stay on the issue or did it wander? Why?

(v) Make sure the discussion room is as pleasant as possible and the chairs for the participants arranged in a circle so that all participants can see each other equally easily.

(vi) Whether a chalkboard or flipchart available to focus attention, to make problems visible.

(vii) Your first task as a discussion or a group leader is to explain the purpose of a meeting or the precise question to be discussed. Let the group know exactly its role, eg. to react, to give recommendations, or to decide.

(viii) Never allow your preferences to be seen; i.e. do not indicate which side of an issue may be preferred.

(ix) Be cheerful, alert and courteous during the meeting.
(x) Be decisive in giving recognition to speakers: not ‘you’, but ‘Mr. Prasad’, ‘Mr. Sinha’. Keep looking around the group to see who is anxious to make a contribution.

(xi) Just by the use of one’s eyes and facial expression one can communicate much to the more silent members.

(xii) Be alert to see whether the group is ready for a decision; don’t force it when it is obviously not ready.

(xiii) Meetings in which few or no questions are asked are questionable inquiry makes learning possible; all advocacy and no inquiry raises questions as to the effectiveness of the meeting.

(xiv) Summarize periodically and summarize the minor and major viewpoints at the close.

6. TIME WASTERS

Good time management is the characteristic of good supervision:

(i) **Time is Money**: This adage is as true as it is old. Supervisors must realize that it is as valid for their time as it is for their employees. Lateness in getting a project completed or a decision made can result in a substantial decline in profits for an organization.

(ii) **Time is irreversible**: The standard dictionary definition of time underscores the fact that it cannot be reclaimed. Hence, lost time represents a major source of waste for any organization.

(iii) **Time is equal for all**. Although people are not born with equal abilities or opportunities, they have the same 24 hours a day, seven days a week, 52 weeks a year, and so on, available to them. The issue then becomes one of how that time is managed.
(iv) **Time can be maximized:** Those who have time to get their work done and who also have time to enjoy non-work-related activities have learned the difference between quality and quantity. They make every minute count.

(v) **Time can be washed:** The list of contributing factors is almost endless. Ironically, many of the modern-day technological advances that make our lives much more productive and comfortable are also the major time grabbers. Examples include the computer, copy machine, and the ubiquitous telephone.

**Time over the Time**

“Little planning, less organization and practically no control”.

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

Time is a unique resource. Everyone has equal shares. It cannot be bought and everything takes time. The only real solution is better use of available time. Executives and managers must learn to manage the use of their time. Learning occurs in many ways. One way is by trial and error. Many successful executives and managers have learned to solve their time problems in this manner.

Avoidable time wasters are those which can be avoided and overcome or at least reduced in intensity through proper planning and careful effort.
Unavoidable time wasters are those which are outside one’s control and very few of these can be overcome through planned initiative or action.

Maintenance of vehicles, avoiding seeing a physician even when necessary, being over social, too many celebrations – all these are examples of avoidable personal time wasters. Strong willpower and determination to reduce or eliminate these time wasters can undoubtedly produce positive results. Each waster should be identified, analyzed and countered through proper action and habit modification.

7. CONTROLLABLE TIME WASTERS

As a supervisor, you know how important it is to effectively utilize every minute of your time and your subordinate’s time. Nothing undermines this effort at productivity so much as engaging in meaningless activities. You have to develop work habits that eliminate this unnecessary waste of time. Typical time wasters include:

(i) **Interruptions**: Whether caused by telephone, visitors or employees monopolizing a supervisor’s time, interruptions can be devastating to work output if not properly managed.

(ii) **Meetings**: Meetings are an ingenious device for simultaneously wasting the time of more than one person. Make meetings count! Never call a meeting if the same objective can be accomplished by memo, telephone or a personal visit, or if the purpose is nothing more than the dissemination of information.

(iii) **Inability of say “No”**: Perhaps the most successful way to prevent yourself from wasting time is by saying “no.” There is an old saying that if you want a job done, look for someone who is already busy. Although there is a measure of truth to this, there comes a time when an
individual has to protect his or her time from exploitation. There is a limit as to how much any one person can do.

(iv) **Filing**: Particular attention must be paid to what is filed. Thanks (or no thanks) to the copy machine, paper can now be generated in staggering amounts. More than half of it should probably be disposed of immediately. If you are uncertain about the importance of a given piece of correspondence, place it on the corner of your desk near the waste basket; if a follow-up doesn’t appear within 30 days, throw it away. It obviously wasn’t very important.

(v) **Unfinished business**: A great deal of time is wasted by people who have good intentions when they begin an assignment but never get around to completing it. Managers of baseball teams have become prematurely gray from games lost because a batter failed to score the runner on third base at the end of an inning. The rules in baseball don’t allow for partial runs. Neither do the rules of effective management.

(vi) **Indecisiveness**. Effective supervisors are not afraid to make decisions, even those decisions that may bring controversy. Indecisions wastes time and money and destroy employee morale. How many times have you heard managers and other supervisors say to one another, “I really don’t care what they do as long as they do something”.

**8. UNCONTROLLABLE PERSONAL TIME WASTERS**

Spending time for family and being of use to people in one’s social circle cannot be termed as time wasters. However, there are certain factors related to one’s family and social circle which would appear to be time wasters, though to brand them as such may not be appropriate at all times. Some such examples are: over-dependent children and spouse (wife or husband), unhealthy and sick family members, delays in the preparation and
serving of meals, unwanted guests, surprise visitors, irregular water supply, power failure, the telephone(s) going dead, irresponsible domestic assistance, demanding friends, neighbors and acquaintances and a vast family and social network.

It is difficult to control all these factors. Infact, trying to control them assertively or aggressively might generate conflict in one’s family and social circles. Hence, it is wise to be cautious about the real time wasters and accept the dictum that “what cannot be cured must be endured”. Therefore, a rational strategy would be to accept with grace what cannot be changed and, with a dignified quietude, regulate what can be regulated. Avoidable tension should be avoided discreetly, lest it should turn into a major time waster.

8.1 Avoidable Official Time Wasters

There are a number of time wasters in official situations that can be controlled or mitigated. Some of these are: Lack of planning, absence of clear-cut policies, complex rules, unspecified or unnecessary meetings ambiguous job descriptions, absence of deadlines for various tasks, attempting too many things simultaneously, an unorganized office system, poor and loaded filing, unspecified procedures of routine jobs, inadequate delegation, avoidable paperwork, inadequate information, poor MIS, lack of feedback, insufficient supervision, an effective control mechanism, junk mail, untrained staff, low staff morale, procrastination, unrealistic time estimates, unplanned travel, haste and impatience in dealing with matters, confused responsibility and support, a cluttered desk, absence of inter-organizational cooperation, violation of the principle of unity of command, duplication of efforts, inadequate equipments and facilities, overstaffing, understaffing, over-dependent staff, poor teamwork, telephone invasion, unwanted visitors, inability to say “no”, lack of standards/control/progress reports, unclear
instructions to the staff, communication overload, indecision, snap decisions etc.

In case a person is in a senior or responsible position, he can control or reduce the intensity of these time wasters. The problem arises when one is in a junior position and cannot rectify the situation. Further the avoidable official time wasters can be controlled by inculcating decent working habits in oneself as well as in one’s subordinates.

9. OFFICIAL TIME WASTERS

There are several factors at the workplace which cause wastage of time but they are beyond one’s control. Poor telephone facility, frequent power failures, untrained staff, a nagging accounts department, centralization of powers at the top level, an unorganized boss, frequent calls by the seniors, unplanned and tardy meetings, archaic computers, office politics, poor building, unworkable elevators, a dingy canteen and excessive pressure from clients – these are only a few instances where one feels helpless in tackling them. No doubt, even here something positive can be done, but usually these tend to be areas of slow response.

It should be borne in mind that time saved is time generated. Hence, there should be constant efforts to reduce or eliminate time wasters. With appropriate systematic transformation, competent team – effort and sound self-management, time can be utilized more wisely and its wastage curbed.

9.1 Controllable Personal Time Wasters

There are several factors which are controllable by themselves by avoiding and controlling the following points:

(i) Oversleeping/excessive sleeping/unorganized sleeping

(ii) Sleeping during the daytime on weekends and holidays
(iii) Lying in bed lazily
(iv) Late day-start
(v) Too many movies
(vi) Addition to TV serials
(vii) Frequent shopping, including window shopping
(viii) Uncalled visitors
(ix) Visiting friends aimlessly; over socializing
(x) High frequency of taking eatables, drinks, tea
(xi) Not owning a vehicle
(xii) Poor condition of the vehicle(s)
(xiii) Spending long precious time on newspapers
(xiv) Unnecessary interference in others' affairs
(xv) Being critical or irritable or angry as a matter of habit
(xvi) Gossiping
(xvii) Unplanned day
(xviii) Long phone calls to kill time
(xix) Incomplete communication
(xx) Poor hygiene habits and carelessness about health
(xxi) No regular medical check-up
(xxii) Frequent smoking and chewing paan, gutka etc.
(xxiii) Hesitation in saying “no”
(xxiv) Avoiding relaxation at the right time; fatigue

(xxv) Excessive obsession with cleanliness

(xxvi) Fixation for internet surfing

(xxvii) Brooding about the past

(xxviii) Worrying about the future

(xxix) Procrastination

(XXX) Excessive day-dreaming

(XXXI) Over dependent wife/husband and children

(XXXII) Not trusting others in task-assignments

(XXXIII) Fault-finding nature

(XXXIV) Not maintaining a diary

(XXXV) Habit of playing cards and chess regularly

(XXXVI) Being oversensitive

(XXXVII) Not keeping things at proper places

(XXXVIII) Frequent interruptions by mobile calls and SMS

(XXXIX) Being unnecessarily argumentative

(XL) Lack of assertiveness and frankness not telling others even when there is some urgent assignment for which you want to be excused

(XLI) Lack of decisional ability

(XLII) Ego battles
(xliv) Avoiding consulting the physician/dentist even when the need is obvious

(xlv) Avoiding regular exercise/walking/yoga, resulting in debility

(xlv) Excessive commuting time, home far away from the office

(xlvi) Seeking others’ company for going out for social or shopping purposes

(xlvii) Dropping children at school or fetching them back when the school bus or children’s own vehicle (in case they are grown up) could be preferable.

(xlviii) Spending time doing non-priority work

(xlix) Self-interruptions

(l) No daily plan or to do lists

(li) No deadlines for various major tasks

(lii) Not completing tasks and starting new ones

(liii) Doing other’s work

(liv) Not being a good listener

(lv) Absent-mindedness

(lvi) Long lunch and dinner conversations with friends/family

(lvii) Domestic discord

(lviii) Being moody

(lx) Doing work in fits and starts

(lx) Personal disorganization; lack of self-discipline

(lxi) Attempting too much at one time
(lxii) Paralysis by analysis

(lxiii) Too many telephone calls

9.2 Uncontrollable Personal Time Wasters

Uncontrollable time wasters are the events that occur without notice, when your day is turned upside down without any fault of yours, there are some following events those are uncontrollable;

(i) Waiting for a bus

(ii) Power failure

(iii) Waiting for guests on special occasions

(iv) Assistants and maids being absent or late

(v) Unsatisfactory performance of household staff/assistants

(vi) Carelessness of family members about their health

(vii) Untidy habits of family members

(viii) Over-expectant family members

(ix) Unscheduled visitors

(x) Guests who overstay

(xi) Low pressure in water taps; going out of the home or to the ground floor to fetch water

(xii) Waiting in the crowd for shopping at a specific (favorite) mall or store

(xiii) Too many couriers coming throughout the day

(xiv) Uncooperative or hostile neighbors

(xv) Traffic jams

(xvi) Accidents
10. OFFICIAL TIME WASTER

10.1 Controllable Official Time Wasters

There are several factors which are controllable by themselves by avoiding and controlling events at a work place the following points are as under:

(i) Incomplete communication
(ii) Lack of clarity about goals
(iii) Lack of written goals
(iv) Unplanned operations
(v) No daily plan
(vi) Low level of technical competence or job knowledge
(vii) Inadequate training
(viii) Wrong persons on jobs – defective placement policy
(ix) Unbalanced distribution of work – overload/under load
(x) Employees repeating the same mistakes
(xi) Frequent less/coffees and the waiting time involved
(xii) Visitors coming to the office unscheduled
(xiii) Visitors disturbing at home or at odd hours
(xiv) Unsystematic and incomplete communication
(xv) Over-burdening oneself with work
(xvi) Not saying “no” when it ought to be said
(xvii) Forgetting to save data on the computer
(xviii) Coming late to the office
(xix) Poor attitude towards job
Complaining attitude towards the boss, the peer group, and the subordinates

Visiting people in the office or outside without a proper appointment or at wrong time

Lack of interest in the job

Trying to be a perfectionist in even less relevant tasks; over-attention to details

Visiting units and people when phone calls or intranet can work

Slowing down the pace of work in case the deadline is far away

No regular and periodical appraisal of the work performed

Desire to please the boss or catch his attention

Talking too much

Indecisiveness

Avoidable argumentativeness, ego-clashes

Empire-building, lack of coordination

Avoidable travel

Shortage of stationary items

Improper keeping of documents and files

Searching for files etc on the computer when the location or identity of the files is not specified

Making silly mistakes for lack of concentration and correcting them again and again

Depending on others for work

Sorting out and disposing mail that the personal staff should be doing

Reading junk-mail
Proofreading letters and other mail repeatedly

Constant checks on employees

Spending time doing non-priority work

Rewriting memos and letters

Relying on mental notes of proceedings

Delaying distasteful tasks

No “quiet hour”

Not using prime time for undertaking priority work

Not utilizing the waiting and travel time properly

Filing too much, throwing out too little

Allowing constant interruptions by others

Writing instead of phoning

Insisting on knowing all and seeing all

Not having facts, telephone numbers on hand

Not using time saving gadgets

No self-imposed deadlines

Leaving tasks unfinished and starting again

Doing others tasks even when they can do it

No follow-up system

Inattentive listening

Lack of procedure

Poor writing skills

Too many reports

Too many committees
(lxiv) Lack of job specification/job charts
(lxv) Attempting too many jobs at once/multitasking
(lxvi) Filling in unnecessary questionnaires
(lxvii) Chasing subordinates for follow-up
(lxviii) Excessive paperwork

10.2 Uncontrollable Official Time Wasters

Uncontrollable official time wasters are the events that occur without notice at a work place, when your day is turned upside down without any fault of yours, there are some following events those are uncontrollable at a work place;

(i) Frequent calls from the boss
(ii) Sitting with the boss without much work for he wants it
(iii) Waiting for the boss or for the meetings
(iv) Manpower shortage
(v) Crisis like elevator failure and fire
(vi) Machinery breakdown
(vii) Breakdown of the computer, printer, scanner
(viii) Power failure
(ix) Poor record management and filing
(x) Office politics
(xi) Frequent long and unorganized meetings
(xii) Centralization in the office; inadequate delegation
(xiii) Ineffective control mechanism
(xiv) Lack of proper coordinative mechanism
(xv) Job insecurity
(xvi) Lack of incentives and motivation in one's job
(xvii) Disorganization in systems – absence of 5-S
(xviii) Inadequate instruments
(xix) Poor inventory control
(xx) Overcrowded work place
(xxi) Unrealistic targets from above
(xxii) Cluttered desk, overflowing drawers
(xxiii) Untrained subordinates
(xxiv) Unhelpful staff
(xxv) Absenteeism
(xxvi) Unpunctuality of the staff
(xxvii) Over management with routine work at the cost of important tasks
(xxviii) Lack of information for making decisions or solving problems
(xxix) Lack of a proper infrastructure
(xxx) Lack of coordination and team spirit in the organization
(xxxi) Resource constraint
(xxxii) Lack of synchronization between authority and responsibility
(xxxiii) Poor work culture in the office
(xxxiv) Low stress on punctuality in the office
(xxxv) Overstretched travel schedule
(xxxvi) Boss insisting on your accompanying him to a meeting even if you have nothing much to contribute
(xxxvii) When the boss calls you for discussing something and suddenly he gets a visitor or phone call
(xxxviii) Inter-office commuting or travel

(xxxix) Inefficient office layout

(xl) Low staff morale and motivation

(xli) Unclear requests from higher-ups

(xlii) Lack of feedback on project implementation

(xliii) Confused authority and responsibility

(xliv) Lack of unity of command; conflicting instructions

(xlv) Too many “please discuss” files from the boss, and he has no time for discussion, or you go for discussion in one case and he makes you sit for long.

(xlvi) Files referred to legal, finance, personnel departments

(xlvii) Tendency of the boss to refer and defer. Things get piled up.

(xlviii) Strong unionism at loggerheads with the management.

11. REDUCING TIME WASTERS

There has been a lot of debate on what a time waster is. A particular activity may be a time waster for someone, but may not be so for somebody else. Likewise, an activity may be a time waster on a particular occasion, but may not be so on another. However, a time waster is an activity-deliberate or imposed-that has little or no utility or even has a negative consequence for overall time management. Likewise, a factor that causes time to be wasted is also a time waster. Time wasters are broadly of two kinds: personal and official. Personal time waster relate to one’s own personal life – physical, mental, emotional, familial and social.

Casual observation, interviews with manager and common sense suggest that it is reasonable to expect managers to attempt to maintain their own power and discretion as much as possible. Each of us is judged by the
results of those operations for which we are responsible, and we want to be able to control the behavior and processes of our subordinates in order to exert some control over the results and, hence, the evaluation others make of our performance. Consequently, an important factor in the decision to delegate or not to delegate is how to maintain or increase power and control in the face of possible overloading. All managers are constrained by those above and below them and by their own capacity. Most managers, however, keep more power and control in their own hands that is necessary of effective. A good rule of thumb is to one's power base. In the banking industry the limits of discretion available to individuals at various levels are largely determined by higher authority. However, these formal limitations prevent retention of discretion at a higher level than that at which discretion could be exercised most effectively. Managers who follow this practice invariably find themselves overburdened and surrounded by subordinates who lack the capacity to completely perform their own duties.

11.1 Why not to Delegate

There are a number of reasons why managers are unwilling to give their subordinates the discretion to maintain control over the results of their performance.

Some of the most common reasons are:

(i) Preference for operating
(ii) Demand that everyone “know all the details”
(iii) “I can do it better myself” fallacy
(iv) Lack of experience in the job of delegating
(v) Insecurity
(vi) Fear of being disliked
(vii) Refusal to allow mistakes
(viii) Lack of confidence in subordinates
(ix) Perfectionism leading to over control
(x) Lack of organization skill in balancing workloads
(xi) Failure to delegate authority commensurate with responsibility
(xii) Uncertainty over tasks and inability to explain
(xiii) Disinclination to develop subordinates
(xiv) Failure to establish effective controls and to follow up

This tendency is reinforced by initial lack of knowledge of their subordinates' capabilities and the desire that the functioning of their unit be viewed favourably if the manager has low self-esteem of feelings of insecurity. As overload builds up, these managers may adopt an erratic pattern of supervisory behaviour similar to that illustrated in the opening scenario. These managers have lost sight of the fact that managing is in large part the art of getting things done through others.

12. TRIVIA

(i) **Take time for planning:** Putting out today's fires often seems more important than long-term planning, but every moment spent in planning saves three or four in executing a task. Practice working with a mental picture of the coming week, month and year. Write down your goals: for work, career, personal life, even finances. You won't accomplish the things you want without careful planning. It is the simple, most important step in effective time management.

(ii) **Set priorities:** At the start of each day, list the jobs you have to do in the order of their importance. When one job is complete, review your priorities to ensure they're still accurate. At the end of the day, compare what you actually accomplished with what you hoped to accomplish. Then prepare a list of things to do the next day. A note of
caution here: We can derive a false sense of satisfaction from simply crossing items off a list, especially if most of them are low priority.

(iii) **Set Deadlines**: Set realistic deadlines and stick to them. To develop an accurate sense of how long it takes you to complete routine tasks, time yourself (start to finish, including interruptions) on regular tasks for one week. Then calculate average completion times. Know due dates on assignments and anticipate that may prevent you from meeting your deadline.

(iv) **One thing should be tackled at a time**: Forget about everything else until finished the one project of your desk. Constantly jumping from one problem to another will eventually destroy the power to concentrate on anything for more than a few minutes at a time.

(v) **Prime time should be used effectively and determine your peak time of the day and devote that time to top-priority work.** One can accomplish more in less time when feeling fresh and mentally alert, so use that time effectively to work on those things requiring your greatest concentration. It’s surprising how many people spend their most effective working hours doing routine tasks: reading their mail, scanning the office papers or chatting on the telephone.

(vi) **“Do Not Disturb”**: If your job is flexible, set aside a part of your day (everyday) when you don’t allow interruptions. Don’t spend that time on trivial things: Use it for major projects. Important is that the amount of time spend on a project isn’t as important as the length of uninterrupted time.

(vii) **Learn How to Make Decisions**: The kind of decision required depends on the circumstances. Sometimes, a snap decision is needed, while under other conditions, a more democratic approach is appropriate. In either case, identify the problem and gather only as much information
as you really need. Consider the alternatives and their consequences, before taking decision.

(viii) **Handle only once**: As soon as you’ve read the memo or letter, it should be replied immediately while the subject is still fresh in your mind. This saves having to reorient yourself with the situation.

(ix) **Use the Communication Media**: Use the telephone for local calls instead of letters and memos. This cuts down on typing, filing and delivery through the mail. Communication via the telephone can be much more effective than a memo because it creates two-way communication. The main reasons for sending memos are to clarify, remind or confirm.

(x) **Reply on the Original Memo**: For routine, in-house correspondence, jot your reply on the top or side of the memo you were sent and reverse the “to” and “from” instructions. That way the receiver has both the question and answer on one piece of paper.

(xi) **Make all your calls at once**: If you have half-dozen telephone calls to make, place them constructively. In the long run, it will be quicker than disrupting your work flow throughout the day.

(xii) **Get out of Circulation**: It’s vital to keep in touch with what’s happening in the company and the industry, but being on too many circulation lists uses too much valuable time. Have your name deleted from those circulation lists that are of no direct value to you. Or, if there are several others in your department on the same circulation list, divide them among yourself and circulate only the application items.

(xiii) **Set time limits on Meetings**: If you’re planning a meeting, provide an agenda and clearly define the purpose and objective of the meeting. Start on time. Set a time limit and stick to it. Don’t let one or two
members sidetrack the group. Wrap up with a review of the conclusions reached or action to be taken.

(xiv) **Discard the things not needed**: Take a look around you every day, and discard the things you don’t really need. It’s surprising how quickly useless trivia accumulates. Keep your wastebasket well fed.

(xv) **Keep your desk clear**: Do you suffer from the stacked desk syndrome? If so, every time you look up from your work, you think of each pile on your desk as more work to be done, and your train of thought is interrupted. If you can’t resist the temptation to stack your work, at least move the piles out of sight, so they won’t distract you.

(xvi) **Stop Procrastinating**: Procrastination, worrying and preoccupation with personal affairs (or tomorrow’s workload) are three of the biggest time-waster. Sometimes, we put off doing a job because the work entailed seems so massive. But getting started may be less painful than just thinking about it. Fear of failure sometimes leads us to avoid new situations in favor of doing over and over again those tasks we already do well. It’s a sure way of limiting one’s capabilities and usually leads to boredom.

(xvii) **Set your watch three minutes fast**: Achievement – oriented individuals often set their watches a few minutes fast. It creates an extra sense of urgency. But don’t become over concerned about getting a job done quickly. Sloppy results can mean having to do a job over again.

(xviii) **Don’t plan to work overtime**: Studies have shown that productivity declines rapidly after eight hours of work. Sometimes, especially at peak periods of the year, overtime is essential. But it can also become a habit, and unproductive one. People who count on working overtime regularly to get their work done are not making the most effective use of their time during regular working hours.
Learn how to Delegate: This is one of the most obvious suggestions, but perhaps the most difficult to follow correctly. It’s easy to fall into the trap thinking something won’t get done properly unless we do it ourselves.

Reward yourself: After you’ve completed an important piece of work, give yourself a pat on the back. Take a few minutes to relax, and clear your mind before you launch the next one. Enjoy a sense of accomplishment. You deserve it.

Change the poor habits: The next step is to change poor habits and work at developing new ones. Can small jobs be left until the end of the day when you’re feeling tired? Can others be delegated?

One final suggestion: If you’re overwhelmed with work and can’t see any light at the end of the tunnel, divide your work into smaller units. The sense of accomplishing one thing at a time may help you gain control again.

13. TECHNIQUES FOR MANAGING TIME

The following steps are necessary to control time:

(i) The Desk Calendar: Most supervisors are aware that the calendar can be used for scheduling meetings and appointments, but it can also be used effectively for noting deadlines, due dates for reports, and items requiring supervisory follow-through. It is helpful to schedule tasks and appointments in advance, thus avoiding the unenviable position of needing to be in more than one place or to do more than one thing at the same time.

(ii) To be done sheets: A very effective approach for managing time is to carry a notebook containing a list of daily or weekly activities that have to be completed. As tasks are accomplished they can be crossed off;
others are added as they came to mind. This technique can be especially valuable as a reminder on correspondence to be addressed, phone calls to be made or returned, information to be.

(iii) **Planning sheets**: The planning sheet acts as a reference guide to completed activities and those that are pending. It can help the supervisor zero in on how much time is required and should be allocated to complete a given task.

(iv) **Reflection**: Periodically, supervisors should take time out to reflect on how office matters are progressing. Your use of time needs to be continuously reviewed, analyzed and evaluated. Taking time to think can be a profitable exercise for every supervisor. In fact, it may be better than jogging.

14. **SELF-INTERRUPTIONS**

The reasons for interruptions are far more extensive visual distractions - perhaps caused by an unfavorable desk or office location - interrupt us continually. Noise is another distraction. It affects plant managers with open offices near assembly lines and personnel with desks near vending machines or other highly travelled areas. But perhaps the most frequent cause of interruptions is the least commonly recognized - self-interruptions. These occur generally when we get tired off an unpleasant task and put it aside for almost any available excuse.

The unwanted meetings and cluttered desk contains piles of potential interruptions. The disorganized manager tends to put things on his desk so he won't forget them. Whenever the manager's gaze wanders from his immediate task to the piles of important matters on his desk, he remembers them and forgets what he is working on. His train of thought is interrupted, and depending on his self discipline, that interruption may be permanent. We
must not allow intrusion by such connives and get back to the task with same energy.

14.1 Some Possible Solutions

Energy crisis can be solved by the following steps:

(i) Managers need to ask themselves some hard questions.

(ii) They must follow some time-tested practices.

(iii) They should use proven tools to measure and reward effective time use and productivity.

<table>
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<th>Points</th>
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<th>Some (1)</th>
<th>Half (2)</th>
<th>Most (3)</th>
<th>All (4)</th>
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<td></td>
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<td>(b) Block times for returning calls</td>
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<tr>
<td>(c) Block times for placing calls; Secretary/Assistant places calls</td>
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<td>(d) Limit socializing on calls whether can be voided unwanted movement and met with calls</td>
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<tr>
<td>(e) Secretary/Assistant has clear policy in handling various calls coming from outside</td>
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Add points in each column 0 2

Total Points = 2

There are three questions before the manager:

(i) What should not be done at all? The principle of selective neglect is based on the premise that some problems left alone go away and that
many low-yield activities are not worth the effort they require. By selectively ignoring such matters, much time and effort can be conserved for more useful pursuits. Effective managers learn to say "no" to such activities. They expect their secretaries or assistants to screen telephone calls and visitors. They realize that half the inquiries that come to their desks can be handled without interrupting them at all by the subordinate. If the information is not available from the person answering the call, it can be obtained by referring the caller to the appropriate person.

(ii) What should be done through others? A fundamental principle of delegation holds that authority for decision making ought to be delegated to the lowest possible level consistent with good judgment and available facts. Effective managers do nothing they can delegate and do those things that only they can do. The manager who fails to delegate wastes time and energy on matters that should not have occupied his attention. Refusal to do others' work is a key to the effectiveness of a successful manager. Unwittingly, some managers find themselves redoing unacceptable work of subordinates rather than sending it back. Others encourage their subordinates to bring all questions to them and, therefore, build overdependence.

(iii) What should the manager do? Having eliminated those things that should not be done at all and those jobs that can be delegated to others, the manager now faces his remaining tasks – those things that only he can do. The tasks to be done are narrowed down to the essentials, those things that are most important to him.
15. TECHNIQUES MEASURING

Reducing managerial energy and time waste may be harder than reducing energy waste. We can't pin a bright orange tag on managers who fail to delegate:

(i) **Time logs**: A daily record detailing all activities and interruptions will reveal surprising information on how a manager's time is actually spent. It doesn't go where he thinks it does. An accurate log will reveal true timewasters. It will show the source, importance, duration, and frequency of all needless interruptions, and it will enable each of these timewasters to be rank-ordered. Without such information, effectiveness and improvement in managing time cannot be measured.

(ii) **Team timewaster profiles**: The rankings of each manager's timewasters can be combined into a team profile, a list of all timewasters of the team in order of their importance. This team profile can be used as the basis for a needs analysis for training programs and for team building.

Team members can jointly develop and implement solutions to their top timewasters. And future team profiles will show whether the effort is working.

16. UNWANTED MOVEMENT OF FILE

During the official working two or three major things are to be understood and looked after though they may seem to be little bit important. You must concentrate on these two while achieving the goal:

(i) Movement of files

(ii) Priorities setting

(i) **Movement of Files**: Movement of files is important in time management. There are many obstacles to the efficient running of an
office, business or home. By being better organized in the office manager has clear insight as to what is more important job that needs action first. Countless numbers of hours are wasted every day by the disorganization of file movement in most of the offices.

A desk should be a tool for the person who needs it to accomplish his work rather than a storage cabinet or file cabinet where an office system prevails in time management. The drawer must be functional and it is possible when documentation is properly maintained. If a manager finds a proper desk with proper documentation it enables the file movement efficiently. The desk should be used to keep the important files only which are more confidential or need an urgent disposal.

Documentation is the key business of the office staff. Desk should be organized. Every file should be put in proper place so it can easily be moved. They can provide fast retrieval of information instead of becoming obstacle courses. They should be well labeled and organized in a simple arrangement to ensure only a few seconds spent on finding filed material. File should be arranged into active, in active and discard categories. Only the active files should be stored near your desk. Get rid of the discards and move the inactive to lower cost spaces. Once this is done, continue to keep the files up-to-date.

(ii) **Setting Priorities**: The next step is setting priorities. There are only three kinds of files. Files required action, files to be read and passed on, and files which can be set aside for pending. There are steps to be taken to follow priorities:

(i) Don’t set aside any file requiring action until some action is initiated.
(ii) Do some quick consulting the files of second priorities divide into two categories. Files to be moved for the purpose and files to be read and analyzed for further action.

This pattern should be followed each day and keeps the file moving. The process of setting priorities ensures that such basic necessities for running the office or business are not ignored or discounted.

17. UNWANTED MOVEMENT OF EXECUTIVES IN OFFICE OR OUTSIDE

Quite the contrary. In fact, if any one segment of the workforce is to blame, it is more likely to be the white-collar workers. “They are the biggest time wasters”. It is “unfair”, he says, to automatically associate low productivity with assembly line workers and steel workers, as is often done.

Blue-collar workers have been faulted simply because their output can be easily measured against that of the movement of other industries. But the nature of the white-collar workers that their output can’t be measured, because “we use our minds”.

By no means, are all white-collar workers time wasters, but there are enough of them for it to be considered a problem. He feels strongly that companies could vastly improve their productivity and profits if their white-collar executives were taught to manage their time better. But before that can happen, white-collar workers first must examine the ways in which they waste or mismanage time.

There are never starting their business meetings on time; they always seem to be waiting on one or two stragglers. If companies continue to hold up their meetings, it will backfire in their faces because eventually even those executives – who previously were punctual – will start coming late. The reason; they have become used to the meetings not starting on time. If a company calls a business meeting for 9 a.m. it should start exactly at 9 a.m.
The meeting place should not be far from the working place otherwise the movement may be unwanted by:

(i) Some problem in vehicle
(ii) Due to jam/road blockage
(iii) Search of the meeting spot
(iv) Waiting for other executive if accompanying him or her.

Pryor assailed those white-collar executives who go on purported business junkets, but in actuality discuss little or no business; and executives who make a habit of long lunch hours, and those who excessively use their business phone for personal matters.

Companies need to identify these time wasters and then put a stop to them. If not, other employees will misinterpret the company’s silence as a sign that these are accepted practices and will start mimicking the top executives.

It’s not terribly surprising that more white-collar workers aren’t better time managers, considering that only about five percent of the world’s populations are “superior” time managers. “These are the kind of people who can just knock the clock off the wall”, says Pryor. They can judge six or seven different things simultaneously and do them all well. They can do in two hours what normally might take others eight hours to accomplish.

What is it about them? Are they more intelligent and talented than the rest of us? They are simply better organized and are willing to give a little more each day than others are.

Business people who are effective time managers are easy to spot and so too are those who are terrible at time management. The effective time managers are well organized they work against the clock even when they aren’t under deadline; they know how to handle people and are effective at
Delegating authority; they set priorities for themselves and they are good problem solvers and planners.

Delegation of power should be given to the person who is near the office so that unwanted movement of consultation or discussions may be avoided.

The reason they probably didn’t achieve much and had to stay late was because they failed to set a deadline for themselves. “Often people will get more done if they set deadlines”.

Probably the most distinguishing feature of the poor time manager is that he just goes for long tours and tries to remain more and more out of station to earn DA and TA and other perks. They are least interested to deal with their colleagues or subordinates who generally interrupt them or oppose them. They don’t know how to delegate effectively and they let others structure their lives. Such poor time manager can change, but it will require a lot of time and discipline. The first step for any executive is to identify those areas in which he wastes time and his reasons for doing it.

The ways in which executives mismanage their time and their reasons for doing so are endless, but some of the solutions can be quite simple. For instance, an executive might find that he is wasting a lot of time just by going out of office for minor things, such time wasters should be explained and allow after keeping in view the importance of the work. Shriram Fertilizer & Chemicals Ltd. Recently framed such rules about official tours. It will require necessary permission from personnel and marketing department more to check the necessity of the movement. Any unwanted movement may cause time wasting.
There may be unwanted movement in office campus due to mismanagement of files, improper work distribution and also unwanted consultation with the boss.

Sometimes a simple closing of the door and rearranging of the desk won’t do, however. He told of one executive who actually put boxes under his desk to elevate it and then sawed off all the legs to the guest chairs in his office to get his point across. “He had to do all this just to get his privacy”.

(i) Another possibility is that the executive may have mismanaged his personal life to such a point that it’s now starting to affect his work. “How you manage your personal time is reflective of how you manage your business time”.

(ii) In some instances, executives could be mismanaging their time simply because they have the wrong assumptions about time, explains Pryor. One incorrect notion is: “I just don’t ever seem to have enough time”. But in reality, note all people have the same amount of time. “Some of us just manage it more effectively than others”.

(iii) Probably the two biggest misconceptions about time are: “the more hours you spend on the seater with colleagues in meeting them the more you will accomplish” and “the harder you work, the more you will get done”.

(iv) Another problem that people have with time is that they fail to realize that it’s “accumulative” by nature. While people will get terribly upset if their entire day is wasted, they don’t tend to care too much if it’s only an hour that’s been wasted. But, as Pryor points out, one hour each day spread over a year’s period is equivalent to 15 days.

(v) Besides realizing the value of time, executives also need to know their prime times, the best time for them to do work, and their down times,
the worst time to tackle work. This could increase their output immensely.

(vi) There’s another type of time that executives ought to know about: quiet time, it’s that part of the day when executives need to make an effort to block everyone else in the company out and try to do some serious planning or problem-solving on their own.

(vii) Unwanted movement may be any case if not conscious about job:

(i) Unwanted discussions with colleagues in their office.

(ii) Tracing the file.

(iii) Bringing the information from other department avoiding the use of communication media.

(iv) Chalk out the tour programme for minor problems when a subordinate may be deputed.

(v) To understand what a principle is and to identify the most important ones in each of the functional areas of management while unwanted movement can be avoided.

(vi) To relate principles to practice and to understand why an understanding of principles is essential to effective managerial performance.

(vii) Contrary to the approach generally being adopted by trainers today, since time and life are indivisible to recognize that the management of time essentially is the management of oneself and therefore ought to be approached from “mastery of the principles” viewpoints.
A “Principle”, according to Koontz and O'Donnell, is “a fundamental truth applicable to a given set of circumstances which has value in predicting results”. Principles have also been termed fundamental rules; standards for measurement; guidelines for conduct; and the basis for planning.

The most interesting and helpful definition of a principle is “the relationship between a cause and its effect.” This definition is most useful since it explains the intensely practical nature of sound principles. Let's examine two principles that every trainer will instantly accept, although few will be able to identify the functional area of management in which they fall or state them precisely.

**18. LEGAL BATTLE**

Parkinson’s Law envisaged the time management in a business and discussed the various statuses, working systems, manager's decisions and the environmental problems. Legal battle is sometimes helpful in eliminating the wasters. Many problems procedures and decisions suit the legal battle because:

(i) The other party is not convinced.

(ii) When matter is time consuming and solve by legal battle within a short time.

(iii) Time waster is not controlled.

(iv) Time wasting has been obstacle in the day to day working.

(v) Matter is not compromised and understandable by both the parties.

**Parkinson’s Law revisited**

Work expands to fill the space provided for its recording. The industrial engineer was going to carry out a work strelly in the company that provides services to the transportation industry. When a vehicle requested one or
another of the services that the company provided, a small team of employees went into action, each providing each part of the requested work. To some extent the employees were interchangeable, and often chance or the pleasures of work would lead to some exchange of tasks among workers. If the number of vehicles appeared and requested service, some queuing might occur, although, in general, work went on simultaneously on all vehicles, with some degradation in the speed of the service. In slack periods the employees made adjustments, read service manuals or sometimes sit idle.

The company was happy with employees but expected some increase in business over the next few years. After observation it was found that employees could not create work, because they could not generate the vehicle traffic. Their only degree of freedom lies in the area of the off-line tasks. However, human nature is traitorous. It allowed them to forget to maintain the level of busy work when any degree of real work related to the client vehicle arose. This model shows that the firm could reduce the work force to zero if only it could double its sales. Using a haudraulic analysis of the recorded data, he found which work element were being used to fatten the tallies, eliminating them from the analysis, and ran the regression again. He then formulated – The work study manifestation of Parkinson ’s Law:

"Work expands to fill the space provided for its recording".

Parkinson ’s Law minimize the legal battle and analyze the work efficiency in time management.