

Time Management among Czech Managers

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ZADÁNÍ BAKALÁŘSKÉ PRÁCE

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Zásady pro vypracování:

Zpracujte teoretická východiska k tématu práce, definujte hlavní pojmy a úlohu time managementu při efektivním řízení firem.

Definujte cíl práce a metodický postup.

Analýzujte aplikaci time managementu do manažerského řízení, zpracujte marketingový průzkum zvolené cílové skupiny.

Z provedené analýzy vyvodte závěry.

Porovnejte teoretické přístupy a praktické aplikace time managementu v prostředí českých firem.

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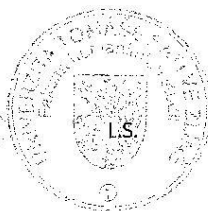
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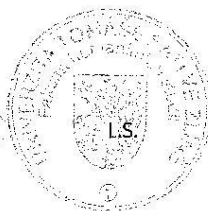
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ABSTRAKT

Czech abstract

Bakalářská práce se věnuje problematice **Time Managementu** a jeho praktické aplikaci **mezi českými manažery**. Zaměřuje se na krátké seznámení s tímto aktuálním tématem, v současnosti tak důležitým. Teoretická část je zaměřena na teoretická východiska a související pojmy jako jsou management, manažeri a popis jejich různých úrovní, typů, aktivit a schopností. Dále se věnuje vývoji time managementu, využívání času, popisuje nepřátele času jako jsou předsudky a prokrastinace. Teoretická část také podává informace o čtyřech typech přístupu k time managementu a podává informace o tom, jak řešit time management efektivně. Podstatou praktické části bakalářské práce jsou rozhovory s manažery, zaznamenání jejich odpovědí a uvedení zjištění, vyplývajících z těchto rozhovorů. Následuje závěr bakalářské práce, který srovnává teoretická východiska s praktickou aplikací time managementu mezi českými manažery a také shrnuje, jaký mají přístup k time managementu.

Klíčová slova: Čeští manažeri, Kvalitativní výzkum, Kvantitativní výzkum, Manažer, Management, Metody time managementu, Metody výzkumu, Time Management.

ABSTRACT

English abstract

The bachelor's thesis deal with the issue of **Time management** and its practical application **among Czech managers**. It concentrates on giving brief overview of topical topic, nowadays, so important. The theoretical part focuses on theoretical resources of time management and interconnected issues such as a management, the managers and their different levels, types, activities and skills. Next is deals with development of time management, time utilization, and then it describes the enemies of time management such as prejudices and procrastination. The theoretical part also gives information about four types of personal approach to time management and how to manage time management effectively. The gist of practical part of the bachelor's thesis is interview with managers, making notes of their answers and main ascertainments based on the interviews. The following part, the conclusion of the bachelor's thesis compares theoretical resources of time management with practical application among Czech managers and summarizes the approaches to time management of Czech managers.

Keywords: Czech managers, Manager, Management, Methods of research, Methods of time management, Qualitative piece of Research, Quantitative piece of Research, Time management.

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INTRODUCTION

The bachelor's thesis is focused on the topic **Time Management** and its practical application **among Czech managers**. The theoretical part describes theoretical and historical resources of time management and interconnected issues such as a manager, a management. Firstly, it is given general overview of management, its type and purpose.

Next chapter describes the types of managers, various level of executive power of them and their activities and skills. Following text, the chapter *Time Management* is crucial part of theoretical section. At the beginning, it is mentioned brief overview of development of time management in the world and in the Czech Republic.

The chapter *Planning of time utilization* gives basic information of methods which are useful for planning time. Next chapter described enemies of effective time management. Different people have different approach to time management and deal with time, tasks and challenges differently. Therefore, it is described four types of people's behavior due to time management. It is important to mention the chapter *Methods of time management*. These methods are focused on practical application. It is suggested which appropriate procedures are of time management in everyday practice in work.

The chapter *Procedures of effective Time Management* suggests how due to a setting priorities, a planning, avoiding procrastination, and changes into manager's behavior a manager can improve a utilization of time. The chapters mentioned above suggest the ways how manager can be more effective, productive and can achieve the objectives of company in easier way.

Next is deals with the methods of any research and it gives brief overview of two basic ones: quantitative and qualitative methods. It is also described the methods of collection primary data, their accumulation, elaboration and interpretation. It is also mentioned the methodology of my research which I am used in practical part.

The practical part is based on interview with managers to find out the approaches of Czech managers to time management. It was selected the managers from different branch of business. The process of analysis consists a brief overview of their career, as followed by asking question to chosen managers, and finally summary of their answers.

All answers are summarized into main ascertainment, and the bachelor's ends by conclusion contents the comparison of theoretical background and practical application of time management among Czech managers.

I. THEORY

1 MANAGEMENT AND MANAGERS

Everybody of us would like to be efficient, successful and happy. The systematic organizing of time which is called **Time Management** is one of the approaches how to achieve this goal. The application of this approach in business brings more profit and enables to do task more efficiently and successfully.

The expression **Time Management** is used very frequently nowadays. It is very closely connected with term **Management** not only in its linguistic meaning but it is a real part of effective management practice by an efficient manager. Because of close connection of these terms I explain also the terms **Management** and **Manager**.

1.1 Management

Management is defined as a combination of principles and means of controlling the production process using techniques of control. The concept of management is also used to denote the administration of an enterprise (Vavrečka 2006, 126). “The expression “management” has two meanings: 1) the running of an organization or part of it. Management has perhaps three main components: on organizational skills, an entrepreneurial sense, and an ability to get the best out of followers. 2) The people involved in the running of an organization” (Law 2009, 346).

According to the book *Managerial techniques* from Šuleř, it can be distinguished several basic types of management: Management in general, Marketing management, Operation management, Financial management, Management of human resources, Personnel management, Scientific management.

Management in general is a discipline which demands a range of manager’s skills. These skills of general management and results of business are depending on a wide scale of manager’s techniques such as SWOT analysis, managing according the goals, effective presentation, etc.

Marketing management is one of the key activities of enterprise. It focuses on techniques such as market research, forecasting, production analysis, marketing mix (4P, 4C) and PESTLE analysis.

Operation management includes planning, consuming and controlling of inputs in a way to achieve demanding goals and the outputs. In this branch the useful techniques are for example: system just-in-time, distribution channels, logistic, Total Quality Management (TQM).

Financial management is a way how to manage finance in an enterprise. The main aims of financial management are: to achieve capital for ensuring standard as well as outstanding company's needs, to decide on allocation of achieved capital and profit distribution and carry out forecasting, planning, financial analysis and control of economic activity of the company to ensure its economic stability.

Management of human resources is a process of optimal use of employees within the organization (Šuleř 1995, 12-13).

Personnel management has two meanings. It is a group of managers engaged in management of human resources within the company. Personnel management is also the process of formation and maintenance of working development, ensuring optimum use of human resources (Vavrečka 2006, 127-130).

Scientific management enables quantitative techniques (e.g. ABC analysis – based on importance of categorization technique) which are used in research, helping during the planning, and solving the problems and processing of decision making (Šuleř 1995, 13).

According to Shawn Grimsley, the author of the article *Scientific management: Theories, Principles, Definition* (Shawn Grimsley 2016), this branch of management can be defined this way: “Scientific management theory seeks to improve an organization's efficiency by systematically improving the efficiency of task completion by utilizing scientific, engineering, and mathematical analysis.” In the second part of the article Shawn Grimsley continues: the goal is to reduce waste, increase the process and methods of production, and create a just distribution of goods. This goal serves the common interests of employers, employees, and society. It includes a processes how a manager can use quantitative analysis, an examination of numbers and other measurable data, in management to improve the efficiency and effectiveness of business operations.”

Management by objectives is a very popular approach nowadays. It is “a management technique in which all levels of management are encouraged to specify and agree quantitative and/or qualitative objectives to be achieved within a set period and to answer to higher levels of management for the performance achieved against these objectives” (Law 2009, 347).

Other terms that occur in modern literature are: Evolution management, Value based management, Classic management, Modern management, Management by conflict, Management of risk, Management of change, Brand management. These branches of

management are focused on specific area of management. They emerged mostly in 20th century and they brought new points of view of management.

1.2 Manager

While the management is a process of observance of tasks in business through work of people, a manager is a person who leads this process by motivating people to achieve common target. “In an aggressively competitive marketplace, the organization is often under pressure to deliver continuously better results and managers are naturally in the front line.

The most successful managers are those who have recognized the need to adapt to change by continually re-examining the way they work, by developing as wide a range of skills of possible (among them time management), and by keeping these skills up to date” (Heller and Hilde 1998, 8-9). Three levels of managers are distinguished in major companies.

1.2.1 Three levels of managers

In the Czech-English vocabulary of management Vavrečka et al. distinguish three levels of managers. According to Vavrečka et al. (Vavrečka et al. 2006, 132) the highest level of manager is a senior manager, subordinate is a middle manager, and the lowest is an operative manager. Senior manager is responsible for global strategy of the company; this person is often an owner of a company.

Sometimes the person executing the highest position in a company is designated as General Director or General Manager. The middle manager is responsible for implementing the strategy. Every department of a company has its own middle manager. Operative manager is responsible for the fulfilment of daily operation tasks.

1.2.2 Different types of managers

There are various types of managers inside a company. It should be mentioned several types of them. Manager of the logistic division is responsible for “organizing logistic processes in connection with other systems within the firm, stimulating and applying new logistic approaches in connection with production” (Vavrečka 2006, 133). Every department of a company has own manager. Vavrečka et al. (2006) in the Czech-English dictionary of management defines several basic types of managers.

According to Vavrečka (2006, 132-134) different types of managers have different responsibility and field of work. “Product manager is responsible for marketing activity of a company. Business development manager is responsible for effective utilization of financial assets intended for business development. This type of manager participates on creation and realization of strategic business plan.”

In the following part of the book *Czech-English dictionary of management* Vavrečka et al. continue, “Warehouse and distribution manager is in the charge of storage and packaging raw material, semi-products and packaging; and preparation of consignment and accompanying documents for internal and external distribution. Technical manager is responsible for production from the technical point of view. Brand manager is employee responsible for marketing activities related to the complete production of the company. He may supervise several product managers. Personal manager engages in management of human resources within the company.”

1.2.3 Manager’s activities

“Manager’s activities comprise the following: analyzing, planning and decision making; manufacturing process organization and control; workers selections, motivation, training and valuation; market analysis and production distribution” (Vavrečka 2006, 132).

The manager should analyze the goals of company and plan suitable steps to achieve them. Manager’s decision influences entire company. He should understand all processes in his department and entire company, be able to set priorities and control achieving the goals. He contributes to worker selection together with human resource department. Manager leads a team; therefore, it is his/her objective to motivate people.

“Meet regularly the leader and the team, and keep motivation level high by involving everyone to decision making praising them for their team’s good work and pointing them in the right direction when things go astray” (Heller and Hilde 1998, 320). Manager cooperates with marketing department on market analysis and with logistic department to distribution.

1.2.4 Manager’s skills

To have successful business means not only to gain profitability, but also to sustain or raise the value of enterprise, have goodwill, have stable staff, and keep up with market developments and technologies.

The situation in current economy is complicated and it brings high requirements to managers. Among necessary skills belong being efficient in communication, managing time, making decision, delegating, motivating people and managing teams and meetings, presenting, negotiating, managing change and minimizing stress (Heller and Hilde 1998, 4-7).

The decision making incorporates several stages: defining the problem, deciding on what is right, building action into the decision, testing the decision against topical results and building continuous learning into executive decision. “An effective manager makes important decision in a systematic process with clearly defined elements and in a distinct sequence of steps. Indeed, to be expected (by virtue of position of knowledge) to make decisions that have significant and positive impact on the entire organization, its performance, and its results characterizes the work of effective manager” (Druker and Maciariello 2008, 307).

It is well-known that downward communication does not work - only upward communication does (starts with recipient rather the emitter, underlines the concept of listening). Management by objectives requires an effective communication in the organizations. The communication which is not between “me” and “you”, but mostly from one member of “us” to another.

Controls should be based on company’s definition of what its business is, what it will be, and what it should be. A controlling process must satisfy seven specifications: be economical, be meaningful, be appropriate, be congruent, be timely, be simple and be operational. Controls need to focus on result. Controls are needed for measurable and non-measurable event. (Druker and Maciariello 2008, 320-322)

For all members of a team, including the manager, there always has to be clear purpose of a meeting from the outset. Presenting and negotiation should be performed in appropriate way. It includes formal appearance, elaborate preparation, knowing the location and the audience. Manager should speak confidently and have valuable arguments. For negotiation is significant choosing the strategy, making a proposal and responding to the proposal (Heller and Hilde 1998, 494-505).

It is important for the manager to understand and plan necessary change, implement change with drawing people in, and consolidate change by monitoring progress and review assumptions. The changes could be either in technology or in the administration. Change in organization of technologic process requires changes in equipment, technologic processes

and procedures or methods of production (Šuleř 1995, 153). Changes in administration include variations of organization structure, system of communication and a hierarchy of management, the goals and the system of payment. These changes are significant when the company should accept new approach to management otherwise it would not be efficient and it would go bankrupt (Šuleř 1995, 154).

All the processes and changes have caused a lot of stress. To deal with stress is often complicated but several steps can be taken: relieve pressure by discussing work problems openly, take positive action as team-building courses involving taking part in a range of outdoor activities, etc. When learning new technology, the user should start slowly and build confidence. The manager can work from home. In this way the manager can work without usual interruptions while avoiding the cumulative stress of commuting and reducing travel costs.

The authors Heller and Hilde advise their readers to take several steps: make sure that home office is separate from a living space. If racism or sexism challenges the workplace, counselling can be arranged for staff. It should be reminding to employers that productivity increase when employees are content (Heller and Hilde 1998, 795). The minimizing stress is one of the methods how to increase the satisfaction of employees and to increase profitability of company. Moreover, the employees achieve higher productivity in a friendly ambience which is based on cooperation. The friendly ambience is possible only in an environment without racism, sexism or other form of person's humiliation.

2 TIME MANAGEMENT

According to a dictionary of management “**Time Management** is a set of approaches and methods promoting the effective utilization of available time” (Vavrečka 2006, 127).

Time management includes planning and determining of priorities, setting the aims and procedure how to achieve them, accomplishment of everyday tasks, analysis of consuming time and final revision (Šuleř 1995, 167). Nowadays the role of time is management very important. Utilization of its principle plays significant role not only in professional career but also in common lives. Time management is a useful tool during organizing our personal lives and time. It influences how we plan our goals and priorities, how we organize our time, our lives, life style and standard.

The aim of time management is to enhance work’s productiveness and effectiveness thanks to efficiently organizing available time. The main principle of time management is to use time as effectively as possible. Time management should teach everyone to focus on important and urgent tasks, and not to be so much involved in important, but not urgent issues. Successful managing time bring us happiness, success and high life standard.

These chapters get acquainted with term Time management, which is so common issue of our everyday life that we do not realize its meaning and importance. It describes different methods of time management, planning and procrastination and suggests how to deal with thieves of time.

2.1 Development of Time management

2.1.1 Modern approach in the world.

Stephen R. Covey, author of the bestseller *First Things First* has categorized the post-World War II modern-day evolution of time management into four generations. Each of these generations builds on experiences of the previous generation and heads to increasing productivity and control (Convey 2008, 26). The fourth generation of time management includes merits of all previous three generations and tries to eliminate their drawbacks.

1. **First generation:** The first generation of time management is the traditional one and is based on writing notes into notepad to remind obligations. This approach does not focus on priorities, which does not help to fulfil life’s aims.

2. **Second generation:** The second generation of time management uses the diaries and the calendars for holding overview of preparing and planning work schedules. In this era emerges necessity to set the priorities and the goals.
3. **Third generation:** The third generation of time management approach aims at prioritizing various tasks and events, and controlling tasks using schedulers. This generation includes daily planning (Bright hub 2016).
4. **Fourth generation:** The fourth generation of time management approach is the contemporary approach. This approach, like the third generation approach, aims at prioritizing various tasks and events, but aims at prioritization based on importance of the task and the urgency. This approach also concentrates on the efficient and proactive use of the various time management tools. This generation focuses on principles, emphasizing features of time management which are targeting to effectiveness and importance of issue. In addition, this method respects the conscience and helps the establishment of a unique vocation including priorities and long-term goals. Therefore, though a weekly planning facilitates creation and takes into consideration the deepest value of person (Covey 2014, 178).

The traditional time management approaches advocate doing things effectively to gain control over lives. While this held true in the past, Covey advocates a principle-centred approach to time management by doing the right things rather than doing whatever is in front faster.

2.1.2 Development of time management in the Czech Republic after the Second World War

The most significant acquisition to time management after 1945 was a writing of Jiří Toman and after 1980 the one of David Gruber work. Well-known are two books of Jiří Toman – *How improve organization and technique of headwork* (1984), and *How to improve yourself* (1980). The second publication describes time management of third generation, including planning for weeks and for a lifetime, system of organizing information in folders in library, in phone directory. Gruber edited the publication *How to organize a diary properly* (1988) and *Personal information system* (1992).

Pacovský and Plamínek started publishing after 1989. They paid attention to self-managing, management of objectives, of time and stress; as well as managing the

companies, teamwork conflicts and about similar topics (Gruber 2009, 17-24). These authors opened the topic **Time Management** in the Czech Republic.

2.2 Time utilization and planning the best way of it

Managers' days are full of various tasks, calling phones, problems with staff, etc. To manage demanding schedule and successfully deal with pressing problems asks for precise planning. Among competences of every manager belongs decision making about the priorities. Methods on how to decide, how analyze a time should be used.

There is a short acknowledgement of two methods, Pareto's law and Eisenhower's principle. The acknowledgement is based on the book *Essential Manager's Manual* and the article of James Clear *How to be More Productive and Eliminate Time Wasting Activities by Using the "Eisenhower Box."*

2.2.1 Pareto's law

Common sense suggests that some factors in a process are more important than others - and analysis supports this. "Applied to problem analysis, according to Heller and Hilde, Pareto's law suggests 80% of a problem result from 20% of the factors involved, so 80% of the factors involved account for 20% of problem. Pareto's law concentrates on the significant 20% and gives the less important 80% lower priority" (Heller and Hilde 1998, 168). The manager who deals with a lot of everyday tasks should realize that there is a discrepancy between effort and result of work.

The managers can save their time, because 80% of result comes from only 20% of time. Furthermore, this way they can focus on important issue and dismiss less significant one.

2.2.2 Eisenhower's principle

The Eisenhower's box depicts productivity strategy which was created by Eisenhower, who was 34th president of US. The importance of the box consists in distinction of the issues of high and low priority and the issues which are urgent and not urgent. This approach causes higher productiveness and eliminate time wasting activities (James Clear 2016). The Eisenhower's box is based on dividing the tasks to four sectors according to an urgency and an importance of particular task.

The urgency (urgent and not urgent task) influences if the task will be done immediately or due to schedule. The importance has an effect on distribution of time between more significant duty and less significant one.

Consequently, the manager deals with the important tasks at first (sector Do and Decide), delegates less important tasks and eliminates unimportant ones (sector Delegate and Delete).

	<i>URGENT</i>	<i>NOT URGENT</i>
<i>IMPORTANT</i>	DO (Sector I) <i>Do it now.</i> Write article for today.	DECIDE (Sector II) <i>Schedule a time to do it.</i> Exercising. Calling family and friends. Researching articles. Long-term biz strategy.
<i>NOT IMPORTANT</i>	DELEGATE (Sector III) <i>Who can do it for me?</i> Scheduling interview. Booking flights. Approving comments. Answering certain emails. Sharing articles.	DELETE (Sector IV) <i>Eliminating it.</i> Watching television. Checking social media. Sorting through junk mails.

Figure 1 Eisenhower's Box (James Clear 2016)

Managing tasks involves the process of decision making. Apparently, everyday tasks can be divided into four group: important/urgent, important/not urgent, not important/urgent and not important/not urgent. For successful utilization these principles it should be followed these rules:

- Crucially is making records of the tasks to the sectors I-IV according to their importance and urgency.
- It should be considered what are the reasons of problems with clarifying of the importance of individual tasks.
- Similarly, it should be taken into consideration how the tasks of individual sectors are time consuming.

- Considering how it could be reducing the number of tasks in sectors III and IV is important as well.
- It cannot be neglected searching the ways how to increase the amount of time spending to fulfilment of the task in sector II (Šuleř 2009,6).

The managers should take into consideration whether they utilize time as effective as possible. In addition, whether they utilize time for most important issue and guide them closer to their aims. Saying no to unimportant task and let it be, acquiring more time by that means (Knoblauch and Wöltje 2006, 30).

An amount of time is limited and it have to be utilize very effectively to achieve a fulfilment of the objectives and a success. The productivity strategy which calls Eisenhower's principle helps improving managers' productivity and it is useful tool how to accomplish the objectives in easier way.

Without elaborate plan targeting to the most effective utilization of time which is possible, the managers cannot manage time management effectively. The procedure of planning time and particular steps of planning are described in the following chapter.

2.2.3 Procedure of planning time

A procedure of planning time should have clear structure and have to fit to the goals of a department or a company. Firstly, it is important to clarify a mission of a manager on the particular level of management. Following specification of long-term aims of the department or the company and setting of manager's personal aims is a continuation of planning's process.

The next step is transformation the aims into the tasks, following making list of all tasks and activities. The last step is setting priorities and creation of weekly schedule based on these priorities (Šuleř 2009, 23). All these steps help to create structured weekly plan (or long-term plan) targeting to fulfilment of the objectives of the department or the company.

Procedure of planning time is one of the ways how to increase effectiveness and productiveness. On the other hand, for improvement productivity and managing of time management is important to avoid the prejudices and the myths, to eliminate a procrastination and the thieves of time. All these effects on the utilization of time will be described in the next chapter *Enemies of Effective Time Utilization*.

2.3 Enemies of Effective Time Utilization

2.3.1 Prejudices and myths

According to Seiwert, well-known European expert to time management and life management, there are many prejudices and myths regarding to time and time management. It is crucial to understand how the prejudices and myths work and avoid them. Because all false approaches lead to inefficient utilization of time.

Firstly, one of the most widespread myth is a statement *I do not have time*. Contemporary people know this quotation very personally. But the amount of time is the same as the previous generations have, twenty-four hours a day, seven day of week. Simply advice how to deal with this myth is a process of making choices, doing less, but better. (Seiwert 2010, 32-36) The managers should decide what is important to do and what can be dismiss. The tasks vital for functioning of a department or a company should be done and unimportant issue (e.g. an accepting of unnecessary visit) can be omitting.

The second myth, so popular in current high-tech society, is *Internet saves time*. The rule *Internet is a good servant but a bad master* is truly valid. Internet allows users to communicate with people from all over the world. But concurrently, internet brings information stress, because brains and senses of people must be ready for absorbing lot of information and they have no pause. It is challenging for human mental condition. The easiest way, how to reduce the amount of time on internet, is managing emails only two times per day and limit time spending on social network (Seiwert 2010, 55-57). Moreover, dealing with plenty of junk mails is very time consuming and does not bring any benefit. Social media are very time consuming as well, and their positive effect to success of managers or people in general is insignificant.

The third myth which is widespread is *Multitasking saves time*. It is supported by research of scientists of King's College of London that it does not work. Multitasking means rapid shift among various tasks, which overloads a brain. This approach causes a lot of mistakes and decreases efficiency of work up to forty percent. The multitasking could utilize only with fulfilling less demanding tasks, whereas it not suitable for dealing with complicated tasks. To set priorities is the best way how to meet the goals of the day.

The managers can be sure that they manage the important duty by setting priorities and avoiding multitasking (Seiwert 2010, 64-67). Multitasking does not save time, it is ineffective way how to deal with challenges of work and its usefulness is only myth.

2.3.2 Procrastination

It is not unusual for students to start studying for an exam night before. Similar situation frequently appears among managers, some of who prepare for an important meeting in the very last moment before it begins. Such behavior is marked as procrastination. Procrastination is “a temporal gap between intended behavior and enacted behavior. That is, when there is a significant time period between when people intend to do a job, and when they really do it” (Mind Tools 2016). Procrastination is the act of delaying something that must be done, often because it is unpleasant or boring (Cambridge dictionaries online 2016).

Plenty of managers waste their time doing tasks which are not necessary, plenty of employees are not able to accomplish their assignments by appointment. This approach which calls procrastination is the worst enemy of time management.

The most common cause for procrastination is lack of motivation and fear of failure. Lack of motivation is frequently caused by other problems such as previous failure, lack of self-confidence and not precisely determining aims with vague specification and undesirable in fact (Šuleř, 1995, 177). Fear of failure is natural feature of human behavior. However, the previous failures could be valuable source of information. The managers could learn from the previous failures and not to do them again.

Both procrastination either the thieves of time which are describing in the next chapter are enemies of effective time management. These enemies cause ineffective, non-productive time management.

2.3.3 Thieves of time

Amount of time is limited and it should be treated responsibly. Some thieves of time occur during managing time and work schedule. The following list includes some of them:

- **Interruption.** Every interruption disrupts our time, our work. People who suffer problems with poor time management are advised to record interruptions, take notes of their duration, reasons and usefulness during one day. To analyze these records helps eliminating time wasting. The managers can admit only five to ten percent of time for interruption.
- **Accept only announced visitors.** The managers should clearly explain to their staff that only announced visitors will be accepted. The only exception could be accepting in very specific situations, in specific cases (Šuleř 1998, 185). The reason is simply. The

managers are disrupted by an unexpected visit. Moreover, that type of visit steals their time which they should utilize for work.

- **Do not solve every problem of a staff.** Delegating can cause returning responsibility from the subordinates backward to the managers. But they should insist on that the employees have to solve a problem themselves, or the managers can answer their questions during meeting. The managers should not do the work instead of employees. Be the manager means to give the employees more support, clearer instructions, and motivate them, but in no case do their work. If employees should make decision, the managers can arrange short appointment during a day and speak with them about these decisions (Šuleř 1998, 186). This approach impedes to waste time due to dealing with the problems which are in the competence of the staff.
- **Be able to say “no”.** The managers should be as positively as possible, but they should be able say “no”. Many people tend to struggle when they should refuse something and the reasons are varied. Among ordinary reasons belong: people believe, that refusing some request is not polite; a person expects an agreement from other person and do not want to disappoint its expectation; a person who asks for something could be angry or upset; people feel guilty or people presume that they would not be popular among staff. In some cases, the managers should say “no”, because it is necessary to say it (Šuleř 1998, 187). The ability to refuse does not mean rejecting the person, but only his/her request. Refusing can be learnt and trained. Several rules must be followed:
 - a) Evaluate the request. The managers should to answer themselves several questions: “It is reasonable request? It is priority? What would be consequences of refusing request and could I accept it?”
 - b) Ask for more information is also important. More information can help the managers to determine, what to say or to do. On the other hand, it can help the managers demonstrate that they do not agree completely.
 - c) The rejection should be brief, straight and polite. It could be use phrase as: I am not accommodating... I rather not (doing something) It is useful for good relationship with requesting person in future.
 - d) The managers should be honest. In some cases, briefly explanation of the situation and saying relevant information can facilitate communication.

- e) Control body language. The managers' expressions, voice, movements should be in conformity with their words. Telling a decision calmly and without unnecessary emotions is very significant (Šuleř 1998, 188). It requires good self-control, and could be trained. Body language which is controlled can prevent a lot of conflicts.

Saying "no" is very useful tool for saving time and the managers should not feel guiltiness by saying this word. This approach contributes to better communication with staff and people in general (Šuleř 1998, 189). Consequently, the executives will be respected for their sincere approach, will have more time for their tasks and priorities, and they will have more control of life in general.

- **Social media.** Nowadays Facebook has about 1,59 billion users monthly¹ (Facebook 2016) and the number is still raising. The same rule as for using the Internet in general should be applied. Facebook and other social networks are a good servant, but a bad master. There is a better way how to spend time than reading and watching unproductive messages or videos on Facebook, Instagram, etc. It can be reading books, learning some new information, to do the best in a job instead of observing what is going on Facebook and other social media. Therefore, many enterprises block Facebook pages in their network. (Post Planner 2016)
- **A particular task is designed for a lot of employees.** "It happens sometimes that the amount of employees is too large. This situation disrupts effectivity and productiveness, because people will spend too much time interacting between them and will not concentrate on task. Oversize of staff has quite dependable symptoms. The manager has to spend a lot of time (almost ten percent) solving interpersonal affairs and disputation, allocation of authority, cooperation of subordinates. People restrain to each other. In "slim" organization people have space for themselves, and are able to do their job without continual explanation. The experts, who are needy only rarely, should be hired from outside of the organization. It is cheaper to pay the experts for a specific advice than give them full-time job" (Druker 2008, 65). There should be a harmony between the amount of employees and the ambitiousness of the work.

¹ as of December 2015

All these thieves are very common and cost lots of time. Every person should deal with them; the managers should primarily pay attention to such problem. The amount of time is limited and the manager should eliminate thieves of time and exploit every minute of time.

2.4 Four types of personal approach to time management

Every person perceives time differently and behave and organizes his/her life's time in different way. Some people focus on details, they are precise and have their own rhythm; for some people it is the most important issue to be speedy and hurry up, they are flexible and do not care about details. According to Lothar Seiwert, a well-known European expert on Time management, four types are distinguished: Turbo, Inspirational, Managerial and Exact type.

2.4.1 Turbo type

This type of people like the velocity. It handles tasks sharply, it is full of energy and motivation. In the case of lack of time this type promotes the highest performance, works most efficiently and faces to challenges with plenty of energy. It is always very active, but he/she is not able to relax. Among negative attributes belong impatience and inability to slow down. (Seiwert 2010, 97-104). Simply advice for this kind of person take a time for relaxing, slow down and dismiss velocity.

Turbo Type, according to Seiwert (2010, 105) should follow the rule: Do less, but a better way. They should enjoy their life and professional career. They should relax which is not time wasting activity but time beneficial in some cases, because brings new power.

2.4.2 Inspirational Type

Inspirational type is described by Seiwert (2010, 108-112) as a person who does not like routine, is full of creativity and new ideas. It is characterized by empathy, creativity and optimism during planning time, it is brilliant in brainstorming, is very communicative and very often is the key player at the last stage of a process. Negative side her attention is often fragmented in lot of issue, and she is not able set the priorities. Simple advice for that type of manager is to set only two or three priorities for a day, and postpone less important issue.

Focus on priorities, with a flow of energy and suddenly the managers could realize that some problems solve themselves meanwhile. This type could be important at the last stage

of a project because it is able to be flexible according to the rhythm of project and could bring new motivation and ideas at the last moment. (Seiwert 2010, 113-120, 297)

2.4.3 Managerial type

This type of person is oriented to set of goals, and can enforce various issues. Among his/her main features belong: ambitions, determination, self-confidence, straight-forward thinking, and devotion to tasks. Such a person is full of energy, dynamic and loves risky issue.

The managers who tend to behave in this way are targeting to achieve an objective. Their techniques include effective planning time, determination (to overcome the obstacles), delegating tasks to his subordinate, and not having problems to reject proposals or refuse tasks. In the journey to achieve goals they are capable of coping with obstacles. They can enthuse their colleagues for the set goals. (Seiwert 2010, 126-130) They are so profoundly devoted to their job that they work very hard and often forget to relax. For them effectivity and success are most important. They often dedicate everything to reach their goals. They are sometimes very demanding to their subordinates due to focus on effectivity only.

Managerial type is described by Seiwert (2010, 127-130, 298) as a very ambitious person. This kind of managers would like to reach their aims as quickly as possible. Cooperation of managerial type (targeting to goal) with inspirational type (creativity) makes an invincible team, which can reveal new horizons and enforce genial plans. Success of some projects depends on speed and alertness. The approach of managerial type with the support of turbo type is the best solution in this case.

2.4.4 Exact type

Exact type likes tidiness, order, quality, planning. From the psychological point of view, behavior features of this type are logic, dependence, diligence. The kind of managers are demanding to themselves and to others and are persistent. They fulfil the assigned tasks reliably and punctually. Their roles in team are reflecting of solution, correcting mistakes and observing the deadlines.

For these executives is advisable to have a courage to change the thinking and admit that the simple things can be perfect. They should know that not everything should be done with absolute exactness and solitude (Seiwert 2010, 133-144, 299) This new approach can

earn more time for them and they can enjoy new horizons. More time, more fun, and less stress caused by will to be absolutely perfect is brought by this approach.

2.4.5 Work in team, it is the best way

Cooperation in team brings more effectiveness, higher profitability and adds synergic effect. The best colleague for Turbo type is the person which typically behaves as Exact type. Turbo type loves velocity, and has strong enthusiasms. With the support of Exact type, Turbo type's person works persistently and organizes the issues properly which brings immense results. The team consists of turbo and inspirational type is intriguing through brainstorming, and it is able to come up with a lot of various possibilities.

Steve Jobs and Steve Wozniak are excellent example of a cooperation of Exact and Inspirational type; they had created unique team. Jobs had come up with ideas which Wozniak had put into practice. Teamwork of turbo and inspirational type is very creative, and can succeed in branches as marketing, advertisement and mass media.

Managerial type should work together with exact type on projects of great importance. Reason for this combination is that managerial type often neglects the hazardous and risky circumstances of project and exact type is able to be aware of this peril and warn colleague ahead of reckless decision-making (Seiwert 2010, 145-148). The team consisting of high-active Managerial type and diligent Exact type is highly successful and allows quickly and coherent realization of projects.

The simple rule is to support strengths of one type of manager by the strength of different type of manager to achieve the best effectivity, productivity and reach success.

2.5 Methods of time management

Working time is a limited amount of moments. Some methods should be utilized to achieve the most effective exploitation of time. New technologies bring us a lot of information, but also they are time demanding. They may be described as being a good servant, but a bad master.

2.5.1 Time and phone calls

Some very creative professionals (and managers as well) do not work efficiently when the mobile phone is ringing. The unexpected call can be very disturbing. The manager should to decide whether it is little or significant disturbance depending on the importance of the incoming call. When it is little disturbance, good advice is to continue in previous

work and call back in a while. When the call is important (the boss is calling), the manager should react immediately. Efficient approach to calling also means to employ a secretary who will answer the calls.

In addition, a subordinate can explain the situation to the caller, can filter the calls and divide them into urgent and non-urgent. A manager can get information about calls twice a day (depending on frequency of incoming calls). (Gruber, 2002, 76-80). It is approach which save time not to allow anybody to call during whole day, not to be accessible all the time except for the family members.

When manager accepts the call, he/she should speak briefly, about relevant and important issues. The method described above causes less incoming calls which are quickly executed. As a result, it brings less disturbances, higher efficiency and saves time.

2.5.2 Replying to the emails

It is common today that email inboxes are flooded by lots of emails day by day. Pareto's law, described in previous part, can be useful for dealing with this situation.

With regard to practical utilization, twenty percent of the emails which are the most important enable the manager to achieve eighty percent of profit of money, of time. Therefore, the receiver of emails should answer a basic but important question: What issue in the emails I just read leads me to the optimal way to achieve my goals? (Gruber, 2002, 86). The readers of emails have several option what to do with receiving emails. They can decide not to read it, delete it, let it be, seek for details, delegate to subordinate, inform about the email's topic or study it.

Their reactions should be based on considering the advantages and disadvantages of consequences of their decision, how important a sender and the subject matter itself are. In addition, they should know what negative aspect can appear when the email will be deleted or not to answering. On the other hand, they should know what will be profit of answering or studying email in details, looking for some relevant information (Gruber 2002, 86). The decision making is crucial for successful dealing with emails.

Moreover, most managers receive a lots of emails and this method can help them to deal with the emails more efficiently.

2.5.3 Time and delegating tasks to the subordinates

Delegating the subordinates save the time. The manager can delegate urgent but not crucial tasks to the subordinates and focus on more challenging mission. "Meaning of

delegating contains three main features – authorization, cooperation and message” (Cipro, The delegating as a manner of managerial thinking 2009, 9).

According to Šuleř (Šuleř 2009, 153-154), for successful delegating a manager should follow some rules: explain the worker what to do and how to do the task, explain the meaning and reasons for fulfilling it, discuss about expected standard of outcome. A laborer should obtain all necessary information for the completion of the task, including information on cooperating colleagues. The laborer should have competences according to the delegated task rules and should understand his/her responsibility. But the manager must not to neglect to control the performing subordinates. The laborer should receive feedback, should know whether his work is corresponding with requirements and eventually get some bonus or recognition.

When the managers delegate, the amount of their objectives is decreasing and in this way they do not worry about inessential aims, but all their time can be devoted to the main purpose of work.

2.5.4 Conflicts also consume time

Conflict is a very time-consuming issue. People are different and not always agree with each other. The conflict can be rational or emotional. In an emotional case it is worth not to react in the first moment. The conflict can be solved by assertiveness, comprehension of person and situation. When a manager expresses that he/she understands why the subordinate is angry and unsatisfied, the conflict changes slowly to rational level.

After that the time arises for speaking about conflict rationally and compare both points of view, managerial and subordinate’s. Sometimes the conflict can be solved through a compromise, in different case the manager must use superiority. The solution depends on character of conflict (Gruber 2002, 95-99).

The essence of the conflict is very often communication; the reason for conflict can be simply misunderstanding. Speaking together and explaining the approach of opposite sides of conflict brings the solution. To solve a problem as quickly as possible saves the time and makes better ambience in the enterprise.

2.6 Procedures for effective Time management

The leader should go through several steps which can help achieve effective time using and deal with a number of challenges and tasks. Below the described methods could help with solution of demanding situations. The managers should make decisions about urgency

and priority, plan the weekly program, perform an achievement, and keep an office tidy and organized.

2.6.1 Setting the priorities

Every day is full of challenges and requirements. It could be useful to answer simple questions for setting the most significant aims. Moreover, these questions can be useful for setting the priorities of the managers:

- Does this activity shift me in a professional career or personal target?
- When I do not perform particular assignment will I deal with negative consequences?
- Is this assignment not only urgent but also significant?
- Would I do it if I had only a half of available time?
- Am I happier, more creative and satisfied thanks to these activity? (Seiwert 2013, 160).

The more answers yes, the bigger a necessity for doing it. American president D.E. Eisenhower created an original system of categories of task. Super tasks should be done immediately, they are crucial for manager's professional career, long-term project and success. Urgent tasks must be handed immediately. However, it is often not obvious whether a task is also significant.

According to Seiwert (Seiwert 2013, 161-163), it is advisable to consider whether it pays off to do it or not. A task which is not urgent, but important can be done later or it could be delegate. But setting the term for carrying the task is necessary because a manager could neglect the task and then he/she would have to do it immediately. The manager can omit inessential tasks and not to care about them.

2.6.2 Planning is the essential issue

Planning daily and weekly schedule can help to a superordinate to manage a demanding job. The simple support is a method 1-2-3. Through the method 1-2-3 he/she should write down 3 task for a day and then deal with one by one and delete them. This process repeats again and it is very helpful during a stressful period. Next method can help the leader to plan for a future. The method contains 3 steps: writing down all tasks, planning unpredictable circumstances and doing overview. The writing down is a way how not to forget about task, and when it is done, he/she can delete it. Decreasing amount of task is great motivation.

A day plan minute by minute does not have space for unpredictable circumstances like slow internet connection, missing information, never-ending call-phones. The advice for the managers is easy; to plan only fifty percent of working time and fifty percent of time is left to unplanned for unpredictable activities. The last part of this method is to do overview. It is suggested to do it in stated, periodical terms.

Four points should be defined: achievement and a mistake, a failure and some inadequacies (Seiwert 2013, 180-183)

It is significant to set a deadline for every task. The Parkinson's law says that "work expands so as to fill the time available for its completion" (Fluent-time-management 2016). When one considers that he/she needs a month for a task, it will be needed. When one decides that the task is manageable into a fortnight, it will be done in the limit. It is crucial for success to set time limit for every job requirement and to try to observe it carefully.

"Block approach" could be very useful. The system of planning can have these features: one afternoon handle with paper work, one hour daily to manage a phoning and communication with clients.

Time planners can be used for supporting the planning. Among them belong standard diary personal organizer, electronic planner or mobile phone. Each type, from the traditional diary to high-tech electronic planner, has specific features to recommend it, so it is up to manager to find which one suits him/her best (Heller and Hilde 1998, 104).

All methods support the system of planning, help the superordinate organize a work schedule and appropriate time.

2.6.3 Stopping procrastination and realizing of task

Procrastination is very time consuming and turns aside attention from meaningful issue. "It is important to look at the causes of procrastination – is it because one is waiting for the 'right' time or mood, underestimating the time required or difficulty of the task, fear failure (or success), or have just developed a very bad habit? The only way to break a habit is to consistently act in other ways – so stop putting things off and just do it" (Career Faqs, 2016).

According to web site Lifehack (Lifehack, 11 ways how to stop procrastinate. 2016), there are some tips for avoiding procrastination existed. A person could: "break a complicated work into little steps, change his/her environment, hang out with people who

inspire him/her to take action, tell others about the goals, and seek out someone who has already achieved the outcome, stop over-complicating things.”

2.6.4 Rule for the emails and internet

A huge number of sending and receiving emails is very time consuming. For a leader it could be beneficial not to send to next users a receiving email. This way the avalanche of emails can be smaller, because who receives a lot of emails, also sends a lot of emails. A manager can not to answer all emails, and can omit sending plain **Thank You**. Moreover, it is not necessary to forward all interesting emails.

All documents in computer should be carefully organized, systematically stored and unwanted emails deleted. It is necessary to keep all documents and folders good organized. If a manager does not it, the desktop will become a mess of icons labelled with names that no longer mean anything to him/her. It is very beneficial to take a half an hour each month to go through a computer, keeping folders up to date and deleting things which are no longer needed (Heller and Hilde 1998, 130). Clearly organized system of folders in a computer facilitates a work a save the time.

2.6.5 Tidy up

The book *Essential Manager's Manual* advices that the longer manager delays straightening his/her desk, the more difficult the job becomes and more likely that time will be wasted” (Heller and Hilde 1998, 110). An orderly office with clear desk and processing documents also encourages manager's efficiency over the short and long term. This advantage enables to avoid time wasting by searching folder, pen or the other thing.

One should clean up every day, the manager should keep a desk clear, but the current job in hand. Neaten desk drawers, and keep them ordered. Keep writing accessories together in single accessible container (Heller and Hilde 1998, 111). These advices mentioned above seem to be simple but bring huge profit. The desk clearly organized helps create better conditions for work than messy one.

2.6.6 Everybody can change own habits

The worst situation is when a person does not analyze current situation, own approaches and gives up immediately. The exact analysis of a situation reveals that each person can produce a problem in their own life. It is useful to be responsible to all terms and dates. The crucial issue is to consider the situation, seek the causes and change a

behavior. Manager's approach and motivation to changes is also very important. It is important to be optimistic and do not give up in advance for successful career.

The optimal strategy may be to identify the sources of problem, deal with the sources, not with the consequences and set a strategic plan (Knoblauch and Wöltje 2006, 93-99). It supposes real reward which will enhance managers' motivation. It could be very profitable for the managers to utilize seminars and coaching for improving their approach and motivation.

3 METHODS OF ANY RESEARCH

I would like to mention the basic information about a research and the methods of research which I used for doing and evaluating of interview with managers. It is considered to be the scientific process which enable to realize the task related to a research and realization of objectives of research.

The scientist procedure is based on exact methodology and it is supported by it. The purpose of scientific procedure is to realize an objective of research successfully. The scientific procedure is also an implementation and a realization of methods of research (Hendl 2012, 28). The scientific procedure should be done with an exactness, appropriate methodology and an observation of objective of research. There are distinguished two basic types of research: quantitative and qualitative piece of research.

3.1.1 Quantitative piece of research

Author Kozel in his book *Modern marketing research* (Kozel 2006, 120), says that quantitative piece of research treats with assembling information about frequency of some action, which happened or is happening just now. The purpose is acquiring measurable numerical data. It works with large number of respondent through a process of formal interrogation.

Quantitative piece of research uses random selections, the experiments and very structured system of collection of data with helps of the questioners, the tests and the observations. The next step is to analyze the data by statistics methods with respect to a goal to explore it, describe it and eventually to verify the verity of the ideas about the relationship between the variables.

The basic steps are: setting a theory, setting a hypothesis, setting an operation definition, then it follows the testing of hypothesis and its verification. It is necessary, that the measurement should be valuable and reliable (Hendl 2012, 44) All these steps serve to a goal to achieve to the most appropriate view of particular situation or a state.

3.1.2 Qualitative piece of research

Qualitative piece of research treats with causes, why some situation occurs and is happening. According to Kozel (Kozel 2006, 121-122), the application of qualitative piece of research is advantageous in a field of an exploration of efficient launch to market, motives, stimuli and stimulus of someone's behavior, when the methods of qualitative piece of research shifts to the branch of psychology.

There are examples of application the most utilized methods of psychology: a direct question, the groups of disputation, an analysis of factors, a profile of polarities, a semantic differential, a group interview, a brainstorming. The qualitative piece of research was firstly applied into consumer market, later was used into a business market as a tool for searching of people's behavior.

In this context was provided a personal interview of professional respondents or group interview (Kozel 2006, 122). All methods serve for better understanding of market and business in general; the intentions of consumer's behavior and a behavior of people in general.

3.1.3 Methods of collection primary data

The three basic methods are: an observation, a questionnaire, an experiment. In most cases an observation is performed without a direct contact between an observer and an observed; without active participation of observed and without active interference of an observer to observing reality.

According to Kozel (Kozel 2006, 138-140), there are several types of observation: an artificially induced or natural observation; structured or unstructured observation; straight and indirect observation; personal or mechanical observation with a support of technical equipment, apparent or hidden observation.

An objective of questionnaire is asking the questions to respondents. Their answers are source for gaining primary facts.

The selection of appropriate type of questionnaire depends to various factors, as the attributes and survey's range information, group of respondents, time and financial limit, professionalism of interviewer and so on.

Author Kozel continues (Kozel 2006, 138-140), the questionnaire can be personal, by telephone, written or electronic. While providing an experiment it should be undertake a testing. Though the testing it is observed and evaluated behavior and relationships of people in artificially created conditions with determinate parameters. Testing includes the testing elements and it is observed their influence to specific phenomenon or process. Particular methods are combined together very often in the practice.

3.1.4 Collecting data

According to Kozel (Kozel 2006, 85-87), in the first period, it will be collected secondary data, then primary data. It could be utilized new participants as an observer, an

interviewer, a moderator. It is crucial this accumulation of data appropriately organizes. It should be decided which method and technique will be used for the selection of respondents. When we work as a team, it is necessary to assign individual duty to particular person.

Before proper collecting data it could be made a test. Selecting an appropriate method depends on several factors, e.g. the purpose of the research, the characteristic of the studied issue, and various options (time, finance, human capability). Controlling the collection data can be done for an author, a respondent or for a client.

3.1.5 Analyzing data

According to Kozel (Kozel 2006, 88-90) and his definition of process of analyzing data, in the first instance, it has to be considered whether the collection of data is valid (they are exact) and reliable (they are genuine and true). It should be controlled the completeness and legibility of the data. Then it provides classification of data.

Purpose of classification is to define the categories of respondents in a way so that the answers of one respondent would be a part only one category. The categories should include all respondents.

Author Kozel in his book *The modern marketing research* continues (Kozel 2006, 88-90), it is vital to establish what the outcome of a research is. It is made a description of a data. It continuously ascertains the frequency of collected information, the level, the variability and the distribution of investigated data and the dependency among variables.

3.1.6 Interpreting data

The purpose of interpretation data is to suggest suitable recommendation to the client, for his/her further decision-making, for solving a problem. The recommendation should have a logical structure which responds to the task assignment and the aim of the research.

For higher reliability, it is valuable referring to sources frames within a recommendation. It is essential to write what was found out and what is recommended. Based on the recommendation the client make decision (Kozel 2006, 103-105). Moreover, the client or the scientist can do following step due to interpretation data, to recommend particular process, etc.

3.2 Methodology of my research

After completing theoretical background, I will be providing a method of qualitative piece of research – the interview. I will speak with the selected managers about time management. The research will lead to a conclusion by means of a deduction. According to Merriam Webster Dictionary (Merriam Webster 2016) deduction means: “the deriving of a conclusion by reasoning; *specifically*: inference in which the conclusion about particulars follows necessarily from general or universal premises.”

The conclusion will be based on findings from a real situation of time management among managers and will compare theoretical sources and everyday practice of managers. The conclusion will be a source of a recommendation which will contain advice for managers how to improve the utilization and application of time management.

II. ANALYSIS

4 AN OBJECTIVE OF BACHELOR'S THESIS RESEARCH

The bachelor thesis is focused on the research question which is formulated that way: „*How much the managers realize and manage time management?*”

The objective of my research is to discover how managers deal with time management in everyday practice; which methods they used and how they manage it.

4.1 Selected managers

The chart which is depicted below is a brief overview of managers' personal data. These managers I have interviewed about the topic **Time Management**. They are from the different branches of business. They have been in their positions for various length of time. Chosen managers and their opinions on time management are considered to be valuable because all of them work at their position for a longer time than one year. Moreover, all managers are well-educated and very experienced.

Name	Company	Area of business	Years in managerial position
Jana	PSG Zlín	Building industry	15
Katarína	UTB Zlín	Education	4
Olga	UTB Zlín	Education	9
Ivo	ABAPO s.r.o.	Social services	7
Pavla	ABAPO s.r.o.	Social services	7
Ivan	Garni hotel Zlín	Hotel industry	6
Jitka	Alternativa Zlín	Culture	13
Jan	Promotion company	Film industry	2
Veronika	Mary Kay	Beauty Business	1,5

Figure 2 The overview of selected managers

4.2 Selected managers their career

Mrs. Jana, she is HR manager of the construction company for fifteen years. Basically, she works in the field of personal management, deal with recruitment and layoffs of

employees, the employment contracts for new employees and dismissal of redundant employees. She is also responsible for payments of social and health insurance.

Mrs. Katarína, she is manager of one of the departments of Tomas Bata University. She has a challenging job and she has to manage this job with taking care of little baby concurrently. Therefore, she should manage time as effectively as possible.

Mrs. Olga, she is also manager of one of the departments of Tomas Bata University. She has a challenging job and she has to manage this job and care of my child. She also should manage time as effectively as possible. To combine professional career and family life is challenging.

Mrs. Jitka is manager of cultural institution Alternativa which was set up by Municipal Office of Zlín in the 2003. She is very experienced, because she has previous experience as gallery owner and she works as manager of Alternativa for thirteen years. She is also well-educated; she has bachelor degree of marketing communication.

Mr. Ivo has established the company ABAPO s.r.o.in the 2013, which is focused on providing social services to senior people. The objective of this company is to help elderly people who need continuous care.

Mrs. Pavla, she is wife of Mr. Ivo and they do business together. (I have mentioned it because it is important for understanding her answers.) She works as a social worker, secretary and accountant in their company ABAPO s. r. o. This company provides non-stop social services for elderly people.

Mr. Ivan is manager of hotel Garni Zlín s.r.o. He is very experienced because he works in this branch of business for twenty-four years. Before he had start working on the hotel Garni, he had been the manager of Maty guesthouse for eleven years, then he was the manager of Parkhotel Zlín for seven years.

Mr. Jan is an entrepreneur in a film industry. He is manager of the company Forleaf for two years. This company films video promotion for advertisement purpose, YouTube videos, TV commercials, etc. He has started worked in this area during a study at grammar school. After that studies, he has established the company Forleaf with their colleagues. As a result, he has been working in this area of business for eight years, but he is manager of Forleaf for two years.

Mrs. Veronika works as a sales director in the company Mary Kay for eighteen months. She is team leader with sixty subordinates. She also has to manage a challenging job as well as to take care of little child. She is Jan´s wife.

4.3 The process of doing research

I have chosen the managers from different branches of business. All of them I know personally from my previous work experience or from my studies and some of them were recommended me by my friends. I contacted the managers personally by phone or emails or I had visited them personally. I agreed with them on an appointment and I planned an interview. I prepared nine questions for the interview and I made notes of their answers.

I asked these questions:

- 1) How do you utilize time management?
- 2) How do you manage time management?
- 3) Did you take part in training of time management?
- 4) If somebody offered you training of time management, would you take part in it?
- 5) Do you have any time planners and how do you utilize them?
- 6) Considering time management, do you know any person who inspire you?
- 7) Do you interest in the topic of time management?
- 8) Do you know any method of time management?
- 9) Do you have personal experience with time management?

4.4 The summary of the interviews of the managers

Mrs. Jana has these opinions and have answered that way:

- 1) I take into consideration the time management. I deal with the terms of payment of social and health insurance, and with paydays as well. I communicate with state institutions according to appropriate dates.
- 2) I think, I manage time management very well. The reason is that I have worked at this position for very long time.
- 3) I have not taken part in a training of time management.
- 4) Yes, I would like to take part in the training of time management.
- 5) I have company's notebook where I sometimes make notes of the tasks of a day. I make notes only when I have more than three tasks per day. I deal with them according to an importance. I underline the important tasks.
- 6) I do not know any person who inspire me about time management.
- 7) I am interested in time management. I read some articles on Internet, etc.
- 8) No, I do know any methods of time management. But I manage time management thanks to my intuition and long-term experience.

- 9) I have long-term experience. I know what is important or not. I chose what necessary duty is and what an additional task only. I do the optional activities or tasks only if some time left.

Mrs. Katarína has these opinions and have answered that way:

- 1) I am dividing my time into small pieces every day. I call this system – Time budgeting. I realize that time is rare commodity and I handle with time very carefully.
- 2) I am successful in managing time management. Thanks to careful preparation, it works well.
- 3) No, I have not taken part in any training of time management. I exploit shared experience of my colleagues. I deal with time intuitively.
- 4) Yes, I would take part in the training of time management, because I consider that this topic is very important. I would like to know the new approaches to time management.
- 5) I use Google calendar (in my computer, in my mobile phone). I share this calendar with my partner. I also share my calendar with my family, with my secretary.
- 6) Personally, I was inspired by my colleague, professor from Pittsburgh. She has used timer. She has observed how much time she has wasted and she has taken care of her time.
- 7) However, I have not studied a theoretical background of the time management.
- 8) I do not know any method of time management.
- 9) While I had written my dissertation, I had worked on two computers. One computer was off-line, and I had worked uninterrupted. Second computer was distant, and I had to go to its. That second computer was on-line, I used for searching information.

Mrs. Olga has these opinions and have answered that way:

- 1) I try to do my best, but I have problem with setting and abiding priorities. I am planning day by day.
- 2) Well, I try to manage it due to requirements of my life. It is very challenging for me to combine family life, care of my child and professional career .
- 3) Yes, I have been taking part in the training of time management for several times.
- 4) No, I would not participate any more. I know the theoretical background of this topic, but a practical application is more challenging for me.

- 5) I use paper diary. I draw pictures, makes notes and highlight priorities in it.
- 6) I do not know any person who inspire me regarding to time management.
- 7) Yes, I am interested in this topic in a practical way every day.
- 8) I know Pareto's law.
- 9) I have two screens on my personal computer. I have one screen for work on the tasks, and the second one for searching information on internet and answering the emails, etc.

Mrs. Jitka has these opinions and have answered that way:

- 1) As a manager of Alternativa, I am making a frame plan for two years ahead. I prepare current plan for six months. I prepare new exhibitions for one to three years ahead. Our projects, as the jazz concerts or the discussions with Marie Woodhams, and Black evening with Jiří Černý, I plan one year ahead. Every event I plan with a cooperation of municipal office of Zlín. Therefore, I deal with time management every day.
- 2) I have a calendar in my computer. I also utilize the noticeboards which contains elaborate plan of every particular event.
- 3) No, I had studied Marketing communications at the university. Theme time management was a part of my study.
- 4) Yes, I would like to take part in that training. But, it should be authorized by secretary of municipal office of statutory town Zlín.
- 5) I use the calendar in my computer, a diary, and Outlook for planning.
- 6) I am looking for an inspiration on YouTube, in the videos of young people. Otherwise, I have twenty years of experience. I had been gallery owner for a long time, and I have been working on the position of manager of Alternativa for thirteen years.
- 7) I am interested in this topic theoretically and also practically.
- 8) No, I do not know. I had been studying ten years ago.
- 9) Yes, I have personal experience, I deal with time management every day. It is a part of my work. For my branch of business, there are very important personal relationships between the artists and the person who organizes cultural event.

Mr. Ivo has these opinions and have answered that way:

- 1) I deal with time management every day in on my computer. I make week's plans and long-term plans. I use the system of the charts.

- 2) I manage time management very well. Thanks to experience with it for a long time, I have accepted my own system of fulfilling tasks in given time and effective utilization of time. I take into consideration priority tasks which are important and urgent, I have to do them immediately. The tasks of priority B (less important, or not urgent) I can postpone, if I do not have time for them.
- 3) I had passed the exam of time management during my study at the university. I have read a plenty of books on this topic. I had participated in the training of time management. But the best teacher is practical life.
- 4) I suppose, I have enough theoretical knowledge and practical experience. However, I would like to read some books about modern approach to this topic.
- 5) I use calendar which is part of my webmail. I have interconnected it with my tablet. Moreover, the pencil and a piece of paper, they are very important tools for me. I often make notes apart my workplace.
- 6) I like reading books which are written by the authors who can inspire me. I have several book from Tomáš Baťa, excellent professional. I also like reading of books from Peter Druker, the founder of modern management.
- 7) I am interested in this topic as well as other branches of management. My opinion is that every manager has a responsibility and he/she can not to underestimate time management. Well-done time management is important for harmony in professional career and private life at the same time.
- 8) I know these methods, Pareto's law and Eisenhower's Principle. The practice confirms me the validity of these rules. I have experienced that division of tasks and time according to Pareto's law is very useful. The development of company is healthy and sustainable through it.
- 9) As I mentioned earlier, I have personal experience, due to studying at university and professional practice.

Mrs. Pavla has these opinions and have answered that way:

- 1) I make a plan from day to day. I have flexible job; my daily schedule is still changing. My job is fieldwork. I work as a support of social workers though social assistance and I communicate with clients of our company. I deal with long-term schedule (weekly plan, monthly plan) very rarely.
- 2) I manage it very well.
- 3) I have never participated on this type of training.

- 4) Yes, I would like to participate on this type of training. I suppose, it would be enriching.
- 5) I use paper diary (format A5). I use colored markers to highlight tasks due to importance and the deadlines (I do bookkeeping.).
- 6) My husband Ivo. He had studied public administration and management at the university. He has very sophisticated and elaborated system of managing time management.
- 7) No. I deal with time management intuitively.
- 8) No.
- 9) I have personal experience due to everyday practice. I should manage challenging job as a social worker, secretary and accountant.

Mr. Ivan has these opinions and have answered that way:

- 1) I deal with time management intuitively and specifically according to the priorities.
- 2) I manage it very well; I consider time management as a part of manager's work.
- 3) No. I am autodidact. My motto is *Do it yourself*, nobody do it for me for free, and my mistakes are only way how to achieve a perfection.
- 4) No, it is obvious from my previous answer.
- 5) I use only systems in my computer, such as Outlook, various applications or calendar in Apple mobile phone. I use it every day.
- 6) No, I do not know.
- 7) No.
- 8) No. I use my own system. When I want remember something, I save it in some device and it reminds me automatically.
- 9) Yes, I deal with time management on my own way.

Mr. Jan has these opinions and have answered that way:

- 1) I have the charts with descriptions and deadlines of all projects of our company. I plan day by day. I write down every information somehow related with the projects. Our company is still at the beginning of journey to success. I suffer from a lack of time, and leading of our company is very time consuming.
- 2) Nowadays, it is challenging situation for me. I am manager of company, I have family duty, I have little child. Nevertheless, I manage it, the projects are completed to the deadlines.

- 3) I had the lectures about time management at the university.
- 4) Yes, I think, I have a need to focus on time management.
- 5) I use calendar in my Apple cell phone as a time planner. I write down the deadlines and list of tasks due to particular deadlines. I am user of ASANA which is web application. I share Asana with my subordinates. There are our tasks, projects, the deadlines. I also have a paper noticeboard in which is noticed a survey of all projects.
- 6) No.
- 7) When I coincidentally find an article about this topic I read it. But I do not search new information intentionally.
- 8) I have awareness, but I do not know the details.
- 9) I have personal experience according to my answers above. I work, I make arrangements, I deal with different issue with my subordinates, and I negotiate with my clients on Facebook. In my practice I should to change my activities. When I am not properly motivated, I do something else which I enjoy. It means that I rescheduling my tasks. My work is kind of interdisciplinary issue. It involves a creativity, making projects, knowledge of technical device – such as camera, the applications of IT, and various computer programs. Moreover, it includes also an economy – a charts, a company financing and a leading a team (I have seven subordinates). Therefore, I have very large amount of tasks and time management is very important for me.

Mrs. Veronika has these opinions and have answered that way:

- 1) I work one or two times for two hours daily. I should manage baby-sitting. I deal with my emails and tasks in the evening when my child is sleeping. I have flexible worktime and I usually work in my office twice a week from 5 p.m. I plan a week ahead.
- 2) I manage time management very well. The specific task which I should do, I want to fulfil. I am oriented on productivity and high level of performance.
- 3) Yes. I have participated in various trainings, among them of time management.
- 4) No, I would not participate any more. I manage my own system.
- 5) I use diary in which I make notes of the six most important tasks of a day.
- 6) I am inspired by the most successful managers of Mary Kay. They are immense inspiration for me.

- 7) Yes. I would like to see videos of this topic. Nevertheless, I do not have time to visit the lectures.
- 8) I have studied this topic during my study at the university. However, it was three years ago and I do not remember these methods.
- 9) I use diary. I eliminate the thieves of time such as Internet or social networks. I had utilized a sophisticated system of learning during my studies. I had timer and I had been learning for the same time period, then I had relaxed and then I had been learning again.

5 MAIN ASCERTAINMENT

5.1 Summary of an ascertainment

I have analyzed the answers of nine Czech managers who work at different branches of business. Managers' utilization of time has various quality and intensity. It depends on their education of management's theory, needs of their work and whether their experience is short-term or long-term. The managers are aware that the amount of time is limited and it should be treated very carefully.

Most of managers, regardless men or women, use some organizing system for having overview of tasks such as the charts, the noticeboards, etc. Most selected managers are focused on as effective utilization of time as possible according to their needs.

Three managers had studied time management at the university and one of them (Mrs. Olga) had been participating in training of time management for several times.

Most managers realize that to have challenging job, family, and the children is very demanding. Therefore, they deal with complex situation by own specific approach to time management. It is the crucial issue to carefully planning, organizing, and finding the best way how to utilize time. Some of managers are inspired by various resources such as the books, the professor at university, husband's experience, successful women's managers, etc.

5.2 Gender differences due to time management

It is interesting detail that there are differences between men and women. All men managers use for planning the electronic devices, various types of IT tools such as a ASANA, cell phone applications, the charts, Outlook calendar, or another type of calendar in a personal computer.

On the other hand, most of women prefer paper diary. Only two of female managers, Mrs. Katarína a Mrs. Jitka use electronic system (Outlook calendar, an electronic calendar). It is also interesting that women who utilize paper diary use colored markers to write down the notes. The purpose of this procedure is to highlight the important tasks and to distinguish what is the most important task and which ones can be postpone.

5.3 Intuitive versus rational approach

Most men managers have rather rational approach. They use IT tools, organize and plan time systematically, use the charts and the noticeboards.

Whereas, most women prefer intuitive approach. They manage time management according their experience, their needs and intuition for a good organization. However, some of them use electronic tools for organizing a daily plan, in addition, Mrs. Katarina share Outlook calendar with a whole family.

Both rational either intuitive approach has pros and cons. The rational approach is very systematic but the changes are implicated worse. On the other hand, the intuitional approach seems to be more flexible. The rational approach is somehow connected with using IT tools which all men managers use. Whereas, most of female managers use paper diary and use colored marker for making notes to highlight importance of some task.

Both rational either intuitive approach helps the managers organize their time in an appropriate way which suit to their needs.

5.4 Time management and having family

Female managers should manage their time more carefully because they have to take care of their children and a family and be devoted to their professional career at the same time. The professional career as well as taking care of a family is very time consuming.

According to Voráč (Voráč 2004, 46), a life is more than professional successful career, family or something else, it is everything together. It is very beneficial to define exactly the particular roles and setting specific vision for every role which brings balanced view to the current situation of woman's life. Moreover, it is also way how easier achieve particular objectives at the same time.

To have professional career and family life in harmony is very challenging task. The female managers have to manage it. It is their necessity to have both levels of life – a professional career and a family at the same time, despite of this situation is demanding and often exhausting for them.

Without balance in both spheres of their lives the female managers cannot be successful and work at their position in a long run.

5.5 The recommendations

It could be said that selected Czech managers deal with time management in an appropriate way but there is a possibility of an improvement. The improvement can consist of a better utilization of time management due to a combination of all possible methods of time management.

Mostly men managers can enhance their approach of creative approach to time management. It is means to use diary or chart, be creative and find out new ways how they can improve time management. On the other hand, female managers could exploit IT tools, phone application, etc.

Every manager is unique; therefore, he/she has to discovered own way how to improve its time management. It is advisable to combine various methods and approach to achieve maximum benefit in general.

CONCLUSION

Nowadays, the topic Time management is very topical issue. The amount of time remains the same but the executive job of managers is much more challenging and time consuming than ever before. The amount of tasks is continually increasing and the managers as well as ordinary people should face immense quantity of information.

Moreover, this situation is worsening by the interference from outside environment. This situation causes that the managers should take care of their time and not to waste it for unimportant issues. All of the managers somehow deal with time management. Most of them are very successful in it, that consequently causes that they are able to achieve the objectives of their work and be successful manager.

The theoretical resources are based on development of time management and concepts such as a management, a manager/the managers, the thieves and the enemies of time management. Next is deals with four basic types of personal approach to this issue, methods and procedures of effective time management. Finally, it is described the methods of research and data processing.

The practical part is based on an interview with the managers regarding to the topic time management. There are recorded the answers of nine managers. It is obvious whether they manage time management of these records, which tools they use, and what are their approaches to this problem.

Main ascertainments based on the piece of research are heterogeneous. All men use for planning the IT tools, but there are also two women who prefer IT planning. The men's managers prefer systematic planning with help of the charts, noticeboard, some computer program or web application. Most women prefer paper diary. In addition, some of them use colored markers to highlight important issue and somehow to distinguish the important task and less important one.

In general, it could be said that all managers, regardless men or women, organize they time carefully, they do their best, because that is only way to success and happiness not only in professional career but also in personal life.

All managers realize that to have a challenging job, a family, and the children is very demanding. They should deal with complex situation. Every manager has own specific approach to time management based on education, life's experience, a personal life. Their utilization of time is corresponding to objectives of their career and personal lives.

According to my piece of research, to be successful manager means have effective time management. As a result, it could be said that Czech managers are successful due to effective time management. I would like to mentioned that all **Czech managers** I have interviewed have successful career because they utilize **Time Management** in some appropriate way.

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List of Abbreviations

Acronym	Definition
4P	Place, Promotion, Product, Price
4C	Consumer, Convenience, Cost, Communication
TM*	Time management
PESTLE analysis	Political, Economic, Social, Technological, Legal, Environmental analysis
SWOT analysis	Strengths, Weaknesses, Opportunities, Threats
TQM	Total Quality Management
ABC analysis	Selective Inventory Control

APPENDICES

P I Record of managers' interview.

APPENDIX P I: RECORD OF MANAGERS' INTERVIEW

Paní Jana odpovídala na mé otázky takto:

15 let na pozici HR manažerky ve velké stavební firmě

- 1) Používám TM*. Řídím se termíny, vše řeším vzhledem ke konkrétním datům. S institucemi (OSSZ, Zdravotní pojišťovny) komunikuji podle termínů. Také řeším výplaty dle výplatních termínů.
- 2) Myslím si, že TM* zvládám velice dobře. Mám dlouholeté zkušenosti. Důvodem je, že pracuji na této pozici po velmi dlouho dobu.
- 3) Ne, na žádném školení TM* jsem nebyla.
- 4) Ano, ráda bych se zúčastnila takového školení.
- 5) Mám firemní blok, kam si píšu úkoly dne. Ale používám ho, až když mám více než tři úkoly za den. Používám fixy, abych si zvýraznila, co je důležité.
- 6) Nemám žádný vzor.
- 7) Zajímám se o toto téma, čtu články o TM* na internetu.
- 8) Neznám žádnou metodu. Ale zvládám TM* díky své intuici a dlouholetým zkušenostem.
- 9) Mám dlouholeté zkušenosti. Vím, co je důležité a co není. Český statistický úřad – povinnost zpracovat statistiky. Vybírám, co je důležitá povinnost a co je navíc. Dobrovolné aktivity řeším, až jestli na ně zbude čas.

Paní Katarína odpovídala na mé otázky takto: (přeloženo ze slovenského jazyka)

4 roky na pozici manažerky jednoho z Ústavů Univerzity Tomáše Bati

- 1) Čas si dělím. Nazývám to “Time budgeting”. Čas je pro mne důležitá komodita a pracuji s ním velmi opatrně.
- 2) Daří se mi. Jsem v tom úspěšná. Snažím se nedělat věci na poslední chvíli. Díky dobré přípravě času, to jde dobře.
- 3) Ne, nemám žádné školení ani vystudovaný management. Zvládám ho intuitivně. Využívám sdílení zkušeností s kolegyněmi.
- 4) Ano, určitě bych na takové školení šla, protože to považuji za důležité. Chtěla bych poznat nové tipy a triky ohledně TM*.
- 5) Mám Google calendar, v počítači i v mobilním telefonu. Sdílím ho i s partnerem a s celou rodinou, a také s paní sekretářkou.
- 6) Inspirací pro mě byla paní kolegyně, profesorka z Pittsburghu, z univerzity v USA. Používala minutku. Uvědomila si, kolik času promrhá, a velmi sledovala svůj

čas. Uvědomila jsem si, že člověk se nemůže věnovat blbostem (kouření, Facebook atd.). Díky ní jsem si uvědomila, že je třeba si dávat velký pozor na čas, který promrhám – na internetu na Facebooku, na e-shopech.

- 7) O TM* se nezajímám z odborné stránky, spíše mne zajímá jeho praktická stránka a aplikace.
- 8) Ne, nesetkala jsem se s tím.
- 9) Když jsem psala disertační práci, používala jsem dva počítače. Ten první byl off-line, bez internetu, druhý byl on-line. K tomu druhému jsem musela vstát a jít, ten jsem používala na zjišťování informací.

Paní Olga odpovídala na mé otázky takto:

- 1) Řeším TM* každý den. Stanovuji denní priority. Ale mám s tím problém. Nedodržuji stanovené pořadí priorit. Produktivní čas trávím emaily. Používám papírový diář. Píšu do něj a kreslím si tam obrázky.
- 2) Zvládám ho v rámci možností. Do TM* mi zasahuje, že musím skloubit rodinu a pracovní kariéru.
- 3) Ano, určitě jsem ho absolvovala několikrát, na různých pracovních pozicích.
- 4) Ne, už bych nešla. Absolvovala jsem taková školení v minulosti. Teoretické principy této vědy znám. Praktická aplikace je mnohem složitější. U mne je to velmi různorodé, jak tuto praktickou aplikaci zvládám.
- 5) Mám papírový diář, v něm mám kreslené obrázky, poznámky a barevnými tužkami si zvýrazňuji priority.
- 6) Nemám. Dělán TM* podle sebe.
- 7) Ano, každodenně, zajímám se o praktickou aplikaci. Jak mám zvládnout to, co chci a to, co musím.
- 8) Zním Paretovo pravidlo.
- 9) Používám systém dvou obrazovek u PC. Na jedné obrazovce píšu, pracuji na úkolech, na druhé obrazovce mám internet, na ní vyhledávám informace, odpovídám na emaily atd.

Paní Jitka odpovídala na mé otázky takto:

13 let na pozici manažerky kulturního institutu Alternativa, zřízeným magistrátem města Zlína

- 1) Děláme rámcové plány dva roky dopředu. Pak připravujeme půlroční dramaturgické plány. Výstavy plánujeme rok, někdy i dva až tři roky dopředu. Naše

projekty -jazzové koncerty, Na vlnách s Marií Woodhamsovou, Černý večer s Jiřím Černým plánujeme rok dopředu. Plány akcí dáváme na vědomí p. náměstkovi, kulturní komisi. Proto řeším TM* každý den.

- 2) Mám kalendář v počítači, dále používám nástěnky s přesným rozplánováním akcí. Vše má návaznost na magistrát. V počítači mám objednávky, faktury, plány akcí. Všechny záležitosti řeším přes PC, telefonicky, případně osobně.
- 3) Ne. Vystudovala jsem obor Marketingové komunikace. TM* byl součástí mého studia.
- 4) Ano. Ale muselo by to být schváleno tajemnicí statutárního města Zlín.
- 5) Pro plánování používám kalendář v PC, diář, Outlook.
- 6) Inspirují mě videa na YouTube, od mladých lidí se inspiroji, jak vést, jak zvládat TM*. Jinak mám dlouholeté zkušenosti, plánuji dvacet let. Dlouho jsem vlastnila galerii, na pozici manažerky Alternativy jsem 13 let, od jejího zřízení magistrátem města Zlína.
- 7) Zajímám se o TM* teoreticky, ale i prakticky.
- 8) Ne. Studovala jsem toto téma před deseti lety a už si to ze studií nepamatuji.
- 9) Ano, mám, řeším TM* každý den. Je součástí mé práce. Pro obor kultury jsou důležité osobní vazby mezi umělci a organizátory kulturních a uměleckých událostí.

Pan Ivan odpovídal na mé otázky takto:

- 1) Řeším ho intuitivně, individuálně dle priorit (Outlook, IT aplikace nebo kalendář v Apple telefonu), bez time managementu si nedovedu jakoukoliv mou práci představit.
- 2) Zvládám ho, předpokládám, dobře, zvláště pro mé osobní i manažerské potřeby, jelikož TM* je vlastně můj asistent či sekretářka.
- 3) Ne. Jsem samouk a vyznavač hesla: Porad' si sám, nikdo jiný to za tebe zadarmo neudělá a jedině svými chybami postupně dosáhneš dokonalosti.
- 4) Ne.
- 5) Ano. Diář uznává má žena, já nikoliv. Využívám výhradně telefon a PC. Využívám je pravidelně.
- 6) Ano, znám, inspiruje mne přeplněný harddisk v mé hlavě, který si nezvládá spoustu věcí již uložit.
- 7) Ne.

- 8) Ne. Znáám jen: pokud si chceš něco připomenout, tak si to ulož, ať se Ti to v danou chvíli připomene.
- 9) Ano, využívám ho každodenně, pokud se je TM* to, o čem jsem s Vámi mluvil.

Pan Ivo odpovídal na mé otázky takto:

- 1) TM* řeším každý den - elektronicky. Pak dělám i týdenní plány a také dlouhodobé.
- 2) TM* zvládám docela dobře, s víceletými zkušenostmi s TM* jsem si osvojil svůj způsob zvládání úkolů v daném čase a jeho efektivní využití. Eviduji si základní cíle s horizontem let, těch nesmí být moc, a k nim se snažím směřovat. Průběžně si je vyhodnocuji a tomu přizpůsobuji aktuální postupy. Tou cestou k jejich naplnění je pravidelné zpracovávání týdenních plánů. To mi bere cca hodinu práce, minimálně. Ty tvořím zpravidla na konci předchozího týdne, abych do týdne nového vstupoval již připraven. Zrovna tak přistupuji ke každodenním úkolům. Každý večer hodnotím uplynulý den a stanovuji si úkoly a jejich priority na další den. Pak ještě ráno si k těm úkolům před začátkem pracovního dne sedám a osvojuji si je, abych byl kdykoliv přes den připraven a v kontaktu s podřízenými a klienty vystupoval přirozeně a zasvěceně. Každodenní plánování mi bere cca půl hodiny až hodinu. Musím mít na paměti priority A (důležité a aktuální), ty musím ten den splnit, priority A, B ... ty mohu, pokud to nestihnu, pak přesunout na další období.
- 3) Z TM* jsem absolvoval zkoušku na vysoké škole a četl jsem řadu publikací, byl jsem i na školení. Ovšem největší učitel je sám život a praxe.
- 4) Myslím, že nyní mám dostatek teoretických i praktických zkušeností, tím neříkám, že se nemám v čem zlepšovat. Ovšem spíše bych využil četbu nějakého aktuálního přístupu k TM*. Právě s ohledem na šetření času i prostředků.
- 5) Používám plánovací kalendář v rámci mého pracovního "webmailu", to je něco jako "Outlook". Mám ho propojený i na tablet, který mám stále při sobě. Je to síťový nástroj, připojit se mohu kdekoliv. Sice obyčejný, ale velmi důležitý nástroj je tužka a kus papíru, které nosím neustále při sobě. Často se pohybuji autem, pěšky, v přírodě a řada důležitých myšlenek přichází mimoděk, často v čase zklidnění mysli při sportu apod.. A pak je nutné stručně a rychle myšlenku zaznamenat, aby nebyla zapomenuta a pak jak mám čas, ji přenáším do elektronické

podoby, abych ji mohl zařadit do systému TM* a třídit v rámci ostatních informací a úkolů.

- 6) Rád a často čtu příběhy lidí, kteří něco dokázali, a od nich se mohu řadě věcí přiučit. Ovšem stále nepřekonaný klasik byl velkopodnikatel Tomáš Baťa, od něhož mám několik knih a pak rád čtu klasika managementu Petera Druckera.
- 7) O téma TM* se zajímám jako o ostatní oblasti managementu a vůbec práce s lidmi. Každý, kdo řídí nějaký kolektiv, má zodpovědnost, nemůže TM* podceňovat, chce-li dosahovat výsledků, mít v harmonii pracovní a soukromý život a kromě výsledků mít ze své práce i dobrý pocit.
- 8) Obě zde zmíněné metody samozřejmě znám. Praxe mi ukázala, jak jsou pravdivé. Každý se musí zaměřit hlavně na 20 procent důležitých úkolů, jejichž splněním dosáhne většiny cílů, je třeba věnovat se prioritně 20 procentům zákazníků, kteří zajistí většinu obratu firmy; a mohl bych pokračovat. To rozložení 20-80 je zdravé a udržitelné. Zrovna tak si musí vedoucí pracovník osvojit, že musí nejdříve napřít síly na aktuální a důležité úkoly a neustále přehodnocovat priority současně nesmí zapomenout na úkoly tzv. strategické, dlouhodobé, jejichž zanedbáním v čase může firemní loď ztratit správný kurz a nakonec doplout do zcela jiného přístavu, než který si vytkl.
- 9) Osobní zkušenost - už jsem zmínil školu, pak každodenní profesní praxe.

Paní Pavla odpovídala na mé otázky takto:

- 1) Řeším TM* den ze dne. Práci mám flexibilní, můj plán se den ze dne mění. Pracuji jako sociální pracovnice v terénu a jednám s klienty naší firmy. Dlouhodobé plány (měsíční a týdenní) řeším velmi výjimečně.
- 2) Zvládám TM* velmi dobře.
- 3) Přímo TM* ne.
- 4) Ano, ráda bych na takové školení šla. Myslím si, že by to bylo obohacující.
- 5) Používám papírový diář, větší formát – A5. Také používám barevné fixy, jimiž si zdůrazňuji důležité úkoly, a značím si termíny, kdy mám jaké povinnosti. Pracuji částečně také jako účetní naší firmy.
- 6) Můj manžel Ivo. Ten studoval ekonomii, obor veřejná správa, a také management.
- 7) Ne. Řeším TM* intuitivně.
- 8) Ne, nemám.
- 9) Osobní zkušeností je má každodenní praxe.

Pan Jan odpovídal na mé otázky takto:

- 1) Používám tabulky s rozpisem a termíny projektů. Plánuji si den ze dne. Všechno si píšu. Firma začíná, je to časově náročné, chybí mi čas.
- 2) Je to náročné. Vedu firmu, mám rodinu, malé dítě. Zvládám to, projekty odevzdáváme v termínu. Lidé v mém týmu mají vnitřní motivaci a jsou zodpovědní.
- 3) Měl jsem toto téma jako téma přednášek ve škole.
- 4) Ano, vnímám potřebu řešit TM*.
- 5) Mám aplikaci kalendář v Applu mobilním telefonu. Píšu si termíny, a co mám v ten který termín za úkol. Používám systém ASANA, což je webová aplikace. Tam mám zapsané úkoly, data, termíny, tuto aplikaci sdílím se svým týmem. Také používám papírové tabulky na nástěnce, kde mám přehled o všech projektech. Projekty mám uloženy v souborech, také na internetu.
- 6) Ne.
- 7) Když na toto téma náhodou narazím, tak si to přečtu. Cíleně to nevyhledávám.
- 8) Mám povědomí, přehled, detaily neznám.
- 9) TM*, samozřejmě mám osobní zkušenost. Na Facebooku pracuji, domlouvám se se spolupracovníky, s klienty. Co se týká praxe – musím měnit činnosti. Když nejsem dostatečně motivovaný, změním práci a dělám něco jiného, co mě baví, tzn., přeskládám úkoly. Moje práce přesahuje jeden obor. Využívám kreativitu, při tvorbě projektů, také musím mít technické znalosti, ohledně kamer a nejnovějších IT technologií ohledně filmování. Dále musím mít přehled o ekonomice, protože řeším financování firmy, a musím zvládat vedení týmu. Vedu šest interních a dva externí pracovníky. Mám hodně úkolů, proto je pro mě TM* velmi důležitý.

Paní Veronika odpovídala na mé otázky takto:

- 1) Pracuji 1-2krát denně po dvou hodinách. Domlouvám si hlídání, protože mám malé dítě. Pracuji také, až mé dítě usne, od 19h-24h. plánuji si většinou tak týden dopředu. Někdy pracuji od 17h v našem studiu Mary Kay, nebo se věnuji vedení svého týmu, neboť pracuji jako Sales director.
- 2) Zvládám to velmi dobře. Úkoly, které dostanu, chci splnit, jsem orientovaná na výkon.

- 3) Ano, absolvovala jsem různá školení, mezi nimi i školení o TM^{2*}.
- 4) Znovu bych asi nešla. Už jsem si vypracovala vlastní systém.
- 5) Používám diář. Do něj si značím šest nejdůležitějších úkolů na každý den.
- 6) Jezdím s naší firmou Mary Kay na setkání s našimi nejúspěšnějšími manažerkami. Tyto úspěšné ženy mě inspirují.
- 7) Ano, ráda se dívám na videa s touto tematikou na YouTube. Ale nemá m čas chodit na nějaké přednášky.
- 8) Studovala jsem tuto problematiku během svých studií na univerzitě. Ale je to už tři roky a moc si to nepamatuji.
- 9) Ohledně osobních zkušeností: používám diář. Snažím se omezit čas strávený na internetu. Měla jsem propracovaný systém učení během studií na univerzitě. Dělán to tak, že velké úkoly si rozdělují na menší úkoly, které jsou lépe dosažitelné a zvládnutelné.

² TM* - Time management