

3. TIME MANAGEMENT

3.1 Introduction to Time and Time Management

3.2 Characteristics of Time as a resource

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Let us discuss about Time and Time Management:

Time is a most valuable resource available to every individual. Everyone has twenty four hours a day to do one's personal day-to-day activities in order to achieve the goals. Time is an intangible asset; one recognizes its value and worth only when it is lost. We face acute shortage of time very often in personal life, academic life and work life, when we have lot of commitments to fulfill. The problem of shortage of time arises mainly because we do not care for time management. A basic awareness, along with practice and perseverance is necessary for proper utilization of time. The awareness and importance of time should be imparted to every individual in early years of life. One must be aware of the time span available and time needed to complete the routine within it.

3.1 Introduction to Time and Time Management :

Do You Know ?

The British Association for the Advancement of Science introduced the **CGS** system of measurement in 1874 by combining fundamental units of measurement, as Centimetre (**C**) for length, Gram (**G**) for mass, and Second (**S**) for Time.

What exactly is time ?

Time is resource to measure quantitatively but its nature is unclear. Time is a measurement of sequence of events, duration of events, and intervals inter se. Time is a fleeting, limited and intangible human resource which is always calculated and used accordingly. The time of the day is as shown on clock or announced on the media like radio, television constantly guide us in carrying out days activities , distribution of time for work, rest, entertainment and checking the progress during the day. The second (S) is internationally accepted base unit of time. A minute (min) is 60 seconds in length; an hour is of 60 minutes in length and length of a day is 24 hours or 86,400 seconds.

1. According to Merriam Webster dictionary, "Time is defined as a continuum in which event succeed one another from past through present to future."

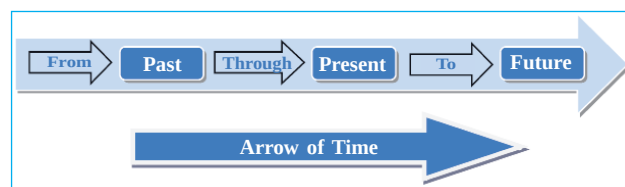


Fig. 3.1 Arrow of Time

2. According to American Heritage Stedman's Medical Dictionary, Time is

defined as “A duration or relation of events expressed in terms of past, present and future, and measured in units such as minutes, hours, days, months or years.”

3. “Time is a measured or measurable period during which an action, process, or condition exists or continues.”

According to Albert Einstein, “Time has no independent existence apart from the order of events by which we measure it.” So event is the soul of time.

Time is spent with its relation to energy, money, material goods and other human resources. It cannot be seen, touched, or tasted, but can be measured by its duration. In the modern world of today, time is regarded as money, having social significance and personal value too. Time is well known to everybody, but at the same time it is difficult to define and understand. Many a times, time available to us, in comparison to our goals and ambitions is limited. We neither can produce extra time nor can store it for future use. With this consideration, proper management of time is very necessary.

Classification of Time :

Of all the resources, time is one of the easiest to measure but most difficult to understand. System of time differs in various disciplines. **Clock time**, the only system of which most of us are aware, stems from the regular movement of the Earth in relation to the Sun. Clock time means a minute, hours, day or year as indicated by clock or calendar.

Curt P. Richter narrates the existence of internal clock of the body. Body gets used to a pattern which is repeated each and every day. For example one feels hungry at regular fixed time for having food, similarly one feels sleepy when he or she approaches the time of routine

sleeping hours. Such type of time is called as **Biological time**.

Psychological time is awareness of passage of time or the sense of its passing slowly or quickly. For example, Work time seems to be moving fast while waiting time seems to be moving very slowly. As during exam student feels the days of study get over very fast.

On the basis of **Clock time**, time is classified in following three categories.

Work Time	• Time for work and work related activities
Rest Period	• Time needed for rest
Leisure Time	• Non work or free time, Hobby or interest enrichment time

a) Work Time : Time spent for the performance of work is called as **work time**. Work time consists of time required for the preparation of work, time consumed for actual work performance and time related to post work finishing. It's very easy to measure work time by using clock hours. **Jean Warren** develops a system of work unit and work load to calculate work time in time management. **Walker's** defined work unit in home management is “the amount of household work done in one hour under average conditions by an average worker.” The work load is the sum of work units. For example - Time required for meal preparation, washing of clothes, office time or study hours.

b) Rest Period : Time needed for the rest is called as **rest period**. This time includes sleeping, lying down, and change in body posture and position in relaxed condition. Rest is very important in order to keep the body in a healthy condition.

Always Remember :

For energy consuming work, rest period should be at least 57% of the total time of work done. After doing 40 minutes of mental work, an individual should have at least 2 minutes of rest.

Duration of rest period, and type of spending of rest period depends on the type and duration of work, condition of work place, stress of work and health of a worker. For example, long duration physical work requires more rest period than sleeping or laying down condition. While mental work requires change of work time for relaxation or by creating cheerful work atmosphere by introducing music etc.

c) Leisure Time : leisure time is an important part of the total pattern of living. Leisure time is usually considered as time free from the demand of work or duty and the activities of leisure are those that are done for their own sake. It is also called as non-work or free time. **Gross, Crandall and Knoll** has defined Leisure time as, “all non work hours or all waking hours not spent in work.” **According to Cannigham**, “leisure time is a time which gives more satisfaction and enriches the interest and skill of the individual after spending it.” It may also be defined as - “Time when you are not working; time when you can do whatever you want to do.”

Gross, Crandall and Knoll classified Leisure time into **Free time** and **Discretionary time**. Free time is a time used for doing daily routine activities, for example, time for physical care, travelling time needed for work. Discretionary time is time spend for their own sake and creative activities.

Reading, listening to music, watching television, puzzle solving are some common passive leisure time activities. Playing outdoor or indoor games which require some physical activities, travelling for trips etc. are some common active leisure time activities.

Leisure time gives greater opportunity for creative and satisfying recreation. Leisure time activities are determined by age, occupation, income, available material goods, socio economic status, season and time etc.

Leisure activities should keep alive the imagination, or delight in symbols and ceremonies, a love of nature, and a feeling for endless variety and mystery of human relationships. There is need for some spontaneity in the use of leisure time.

What is Time Management ?

Time management is a practice or procedure of effective use of time while performing various activities or task. The basic concept of time management is that, one can spend enough time to perform important things or activities for successful accomplishment of desired end.

1. According to **Iain Maitland**, “Time Management may be defined as a system of controlling and using time as efficiently as possible.”
2. According to **Dr. C. S. Yadav**, “Time management can be defined as activities or tools which allow you to effectively manage your time.”
3. Time management is a set of principles, practices, skills, tools, and systems that help you to use your time to accomplish what you want.

The main objective of time management is the proper utilization of time available, so that an individual can accomplish individual and family goals. According to **Gross et al.**, “The general goals of time management are similar to management of other resources. They are originated from the values of individuals. But, time management has specific goals : for some people it is simply minimizing of work

time and for all individuals, it is accepting the limitation of time and achieving balance among work, leisure, and rest in its use, all leading to the general goal for achieving satisfaction with the use of one's time." Developing the ability to locate ourselves in our environment with reference to time is an important part of time management.

The secret of time management lies in successfully identifying and eliminating time wasting activities with effective and efficient utilization of time. In order to be a good time manager, grab the time, utilize it properly and invest it into productive work. Do not allow the time to flow and pass away without offering any result.

3.2 Characteristics of Time :

Time is the ongoing sequence of events taking place. We measure time using clock and calendar. For successful time management people must know the characteristics of time. Following are the characteristics of time.

- **Time is limited :** It is limited in the sense that life is finite and the time at our disposal in comparison to our ambitions and goals is restrictive. Every individual has 24 hours a day to perform various activities. No one can increase the time availability.
- **Time is fleeting :** Time is always fleeting. We cannot store time and use it as per our requirement. It is so precious that it cannot be recovered once lost.
- **Time is rigid :** This is the most important characteristic of time. Time is very rigid in nature. No one can stop the time; neither produce nor prolonged the time. It is fixed and rigid in nature.
- **Time availability is same to all individuals :** Irrespective of caste, country, religion, sex, age the availability of time remains same. Every individual in the world

has 24 hours a day and 60 seconds of a minute. No single day can supply more than 24 hours.

- **Time cannot be recovered once lost :** Time is an invaluable resource that cannot be recovered once lost. Individual has to use it when it is available. So it is necessary to grab the time and utilize it in proper way for result oriented or productive activities.
- **Time is non-transferable :** Some time we have ample time and we really get bored due to it. Also at several instances we are running short of time and cannot accomplish our goals. At both the situations one cannot transfer the time from others. We have to manage our own time. We neither can hire or purchase the time, nor can save it for future use.
- **Time is intangible but easy to measure :** Time is a valuable intangible human resource. One can feel the passage of time. It is easy to measure time by clock, calendar, milestone events etc. We measure time using units like seconds, minutes, hours, days, weeks, months and years.
- **Time is continuous :** Time is a continuous flow of events which travels from past through present to future. No one can stop time for any reason.
- **Time is precious :** Time is more precious than money. One can create money by using other resources but time cannot be created, purchased or stored.

3.3 Components of Time Management :

Time management is consisting of Goal setting, Planning, Setting Deadlines, Delegation, Prioritising, Time Allocation, and Utilizing Feedback. These key factors are called as Components of Time Management.

- **Goal Setting :** Goal setting is the first step in time management process. It is the



base of success in each and every activity or task. Goal setting helps individuals to decide exactly what he/she wants, strategies of action taken to achieve the goals, intention, the priority check and

adjustment required, if any. Set limited and specific goals at a time to avoid confusion and to achieve it successfully. Goals should be realistic, clearly stated and achievable. Use sequence of short- term to long-term SMARTer goal setting for fulfilments of more goals and desires. Goals which are Specific, Measurable, Attainable, Relevant and Time Bond in nature are called as SMART Goals.

- **Planning** : Effective planning plays an important role in time management. Planning provides clear picture of future action and activities to be done in stipulated time. It also shows time sequence of activities and events. One has to prepare a list of activities to be done in available period of



time; it may be a day or week or of more. While preparing To Do List think about the important, urgent, high priority and pending work. These types of activities should be on the top of the list or time

plan. Task Plan or Time Plan may be daily, weekly, monthly or annually. The accuracy of planning depends upon exact estimation of required time for a particular task and preciseness of TO Do List.

- **Setting Deadlines** : Set deadline for each task or activity. It is beneficial in formulating and setting procedure, strategies, and proper allocation of resources to complete the task within set limits. Realistic estimation of the time needed for a particular activity is important in setting deadlines. Dividing task into smaller parts and making time estimation for each part is an easier way to set deadlines for whole task. For Example, setting deadline for study of examination, student can group the subjects, divide time and make a time slot for each subject or each topic.

Every individual is the best judge to decide his/her own time requirement for completion of specific task and to set deadlines for specific task. Planner, calendar or diary prove to be beneficial to note down the important dates according to set deadlines.

- **Delegation** : Delegation of planned activities is implementing or controlling step of time management. Delegation of some or all planned activities or activities which need not require personal skill and interest should be delegated to competent and capable person for effective management of time. The person selected for delegation of work should be capable enough for taking new decisions while performing activities, skills in allotted work, and capacity of making adjustments in time plan or in set goals according to situation.
- **Prioritising** : Prioritise the activities according to their urgency and importance. Prioritising of work or activities or task is important for effective time management. Doing the right activity at right time leads to achievement of set goals. For prioritising of work, person has to know the difference between important and not important as

well as urgent and not urgent work. It can be identified by using **Urgent-Important Matrix**.

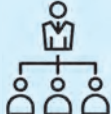
	URGENT	NOT URGENT
IMPORTANT	DO IT NOW 	PLAN TO DO 
NOT IMPORTANT	DELEGATE 	AVOID 

Fig. 3.2 Urgent-Important Matrix

Use Your Brain :

Complete the Urgent-Important Matrix by evaluating your tasks.

	URGENT	NOT URGENT
IMPORTANT	Urgent and Important tasks	Not urgent but Important tasks
	a.	a.
	b.	b.
	c.	c.
	d.	d.
	1	2
NOT IMPORTANT	3	4
	Urgent but not Important Tasks	Not urgent and Not important Tasks
	a.	a.
	b.	b.
	c.	c.
	d.	d.

- **Time Allocation** : Time allocation means the distribution of time for different activities or work. It is important to practice the

appropriateness in allocation of proper time for specific activity. Doing activity at wrong time can lead to wastage of time; it may be an hour or whole day. One has to identify the right time of the day for different activities and work by self observation and evaluation. For example; student has to identify the effective time period for study, for someone it may be early morning hours and for others it may be night hours. So also, someone requires only an hour for study while other may need more than hour for the same.

- **Utilising Feedback** : It is an important process or step in time management. Evaluating time plan, achievement of set goals and implantation of time plan are the major methods of obtaining feedback in time management. Devices like Clocks, calendars, buzzers etc. are used to evaluate the time plans. Standard of performance and achievement of goals in prescribed time are also used for seeking feedback in time management. Obtained feedback is further used in every step of time management to make necessary changes in goal, planning, delegation of activities, prioritising and allocation of time.

Always Remember :

The Four D's of Time Management :

- **Do It** : If work or activity is urgent, do it immediately.
- **Delegate** : If activity can be done by someone else, delegate it.
- **Delete** : Filter task list by deleting unnecessary and not important task.
- **Defer It** : Postpone some tasks and deal with the urgent and important activities first.

3.4 Importance of Time Management :

The importance of time management is self evident. Every individual has twenty four hours

a day to use. One must be aware of the available time and time needed to complete the daily routine. Everyone must remember that time cares only for those who take care of time. So, for the achievement of goals, proper planning and utilization of time is very important which is definitely possible only by time management. The importance of time management is as follows :

- **Improves productivity** : Unnecessary and avoidable activities consume a large portion of individual's available time. Sometimes delays and lethargy in work add to the problem in a significant way. Time management provides guidance and direction to identify and eliminate wasteful activities. Time management skills and tools help to develop suitable work procedure, controlled operations and make a balance between available time and allotted work. Time management teaches us how to utilize available time most efficiently and effectively. It ensures higher work rate and improves performance rate. It helps to get work done cheaper, faster and better. Reducing wasted time and efforts allow individual to make time for wide range of activities that brings more balance and fulfilment in individual's life.
- **Develops to control on the situation** : Time management guides us to set goals clearly, to prioritise the activities, to plan the task carefully etc. and also solve the questions like what to do, when, why, by which method and how long to do ? All these things develop control on the situation. With effective time management individual can command the situation and achieve the set goals as per the desired standards.
- **Provides too many choices** : In this modern age, individual has so many ways of spending time. So every individual needs

some sort of plan to make intelligent choices. Time management helps to make conscious choices so that individuals can spend more of their available time for doing things that are important and valuable to them. For example: use of internet for study.

- **Increases free time** : Time management gives hints and tips for utilization of time. It also gives valuable suggestions for the recognitions of work load and distribution of work. Time management also provides guidelines to decide as to which work is to be delegated and how. This strategy will reduce the pressure of work load and offer more free time. For Example, use of paid help for mechanical work like washing of cloths, cleaning utensils reduces the actual work time. This free time can be utilized for personal development, creative thinking, goal setting etc.
- **Helps to develop personal skill and interest** : Many people feel that, they have too much to do and not enough time to develop their personal skill and interest. Lack of time is blamed for everything from not getting enough exercise, poor finance etc. Time management helps to use the time in better ways by conscious planning, prioritizing work, calculating work load and proper distribution of time results in some spare leisure time which is useful in developing personal skills and interest. Spending leisure time in an appropriate way shows progress and gives satisfaction in life.
- **Create good-will and reputation** : Time management orient time cautiousness in people and time oriented people are always noticeable. Their efficiency and effectiveness is quite visible. Planning time and observing the same is a normal routine for such people who cultivate discipline, regularity and punctuality in work pattern. Such type of

person gets goodwill and special reputation among others.

- **Helps to achieve goals in time :** Time planning leads one to think through many goals in advance. Careful time planning saves time and energy resulting in relieving tensions created by indecision and uncertainty to achieve goals in time. Time plan also determines when certain task can best be done. For example, preparing time schedule of studies in advance helps students to get prepared for exams and keep some time for revision.
- **Provide time for emergency :** Every individual sometimes finds weekly plans difficult to follow an unplanned and unexpected demand of work. For example, unexpected guest at home or ill health of family member demands more time and creates crucial situation. Such emergencies can be dealt with by assigning some free time during planning step.
- **Eliminate the nervous strain and fatigue :** Yearly calendar of special and seasonal activities, vacations, holidays, anniversaries and birthdays is a great help in managing time. It enables the individual to look ahead and see when and where he/she can and must incorporate these special activities into current plans. Long range planning of this kind enables one to keep tasks from piling up and eliminates nervous strain and fatigue.

3.5 Guidelines for managing Time :

Every individual has to develop a system of time management for proper utilization of time. Following are some important guidelines for managing time :

1. Access and analyse the workload in relation to the time available.

2. Form clear and specific goals and objectives of work to avoid delayed decision making process.
3. Enlist and prioritise your work and task on the basis of its urgency and importance by using urgent-important matrix.
4. Calculate the time cost of work and work load.
5. Organize yourself properly to complete your work in time.
6. Increase your efficiency at par excellence by increasing skill and capacity in work.
7. Use leisure time for skill enhancement and personal development.
8. Prepare time schedule of the day, week and month.
9. Develop self monitoring and self evaluative work procedure and time management system.
10. Delegate the work which need not require self participation.
11. Develop positive attitude towards work which proves beneficial in minimizing work time.
12. Plan your rest period and leisure time.
13. Tactfully handle the interruptions in activities.
14. Avoid gossiping and chit-chatting in spare time.
15. Keep some time for visitors and guest in your daily time plan.
16. Always talk precisely and in brief.
17. Say 'no' to unnecessary extra work, activities and communication.
18. Always remember Four D's of time management.

Can You Recall ?

- Time is a most valuable, intangible human resource.
- Time is fleeting and limited.
- Time is defined as, “continuum in which event succeed one another from past through present to future.”
- Time Management may be defined as a system of controlling and using time as efficiently as possible.
- Time management improves productivity, develops to control on the situation, provides too many choices, increase free time, helps to develop personal skill and interest, create good-will and reputation, helps to achieve goals in time, provide time for emergency, eliminate the nervous strain and fatigue.
- Of all the resources, time is one of the easiest resource to measure but most difficult to understand.
- Body shows regular fixed time for routine body needs is called as biological time.
- Psychological time means awareness of passage of time.
- On the basis of clock time, time is classified as a) work time b) rest period c) leisure time.
- Characteristics of time are –Time is limited, fleeting, rigid, equally available, cannot recovered once lost, non transferable, intangible but easy to measure, continuous, precious.
- Goal setting, Planning, Setting Deadlines, delegation, Prioritising, Time Allocation, and Utilizing Feedback are the key Components of Time Management.
- SMART Goals stand for Specific, Measurable, Attainable, Relevant and Time Bound goals.
- Every individual must follow the guidelines for managing time.

Exercises

• Objective questions :

1) Multiple choice questions :

1. Time is a fleeting, limited and _____ human resource.
a) intangible b) transferable
c) tangible d) easy
2. Time has no independent existence apart from the order of _____ by which we measure it.
a) sequence b) motions
c) activity d) events
3. The main _____ of time management is the proper utilization of time available to accomplish the individual and family goals.
a) Principle b) objective
c) characteristic d) definition

4. Goal setting is the _____ step in time management process.

- a) first b) second
c) third d) last

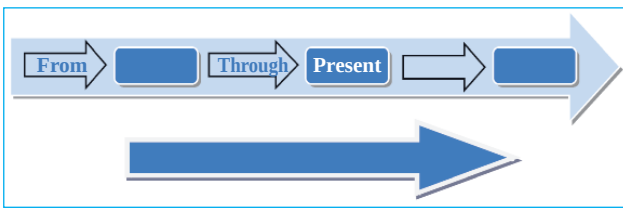
5. Discretionary time is time spend for _____ activities.

- a) passive b) creative
c) negative d) active

2) Complete the following table :

Type of Time	Example
• Clock time	•
• Work time	•
• Biological time	•
• Leisure time	•
• Psychological time	•
• Rest period	•

3) Complete the following figure :



4) Identify whether the following statements are True or False :

1. A second is internationally accepted base unit of time.
2. Time management orient time cautiousness in people.
3. Time management is unable to gives hints and tips for utilization of time.
4. Doing activity at planned time can lead to wastage of time.
5. Rest is needed after doing mental work also.
6. Puzzle solving is an active leisure time activity.

• Short Answer questions :

1. Define the terms :

1. Time
2. Time management
3. Clock time
4. Biological time
5. Psychological time
6. Work time
7. Free Time
8. Rest period
9. Leisure time

2. Differentiate between the following :

1. Clock time and biological time
2. Work time and leisure time
3. Work time and Rest period

3. Write short notes on the following :

1. Concept of time
2. Concept of time management
3. Goal setting
4. Planning in time management
5. Setting Deadlines
6. Delegation of task
7. Prioritizing the activities
8. The Four D's of time management

• Long Answer questions :

1. Write in detail the classification of time.
2. Write components of time management.
3. Illustrate the importance of time management.
4. Explain the characteristics of time.
5. List out the guidelines for managing time.

Project/Assignment :

1. Observe the daily time schedule of your family, friends, and relatives.

Practical/Related activities :

1. Prepare a weekly "To Do List".
2. Prepare a time plan for study.

