Managerial Time Management: A Czech Case Study

Daniela Humplíková

Univerzita Tomáše Bati ve Zlíně

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ABSTRAKT

Tato bakalářská práce se zabývá nalézáním rozdílů v manažerském time managementu u vrcholových manažerů a manažerů střední a první linie.

Práce je rozdělena na dvě části - teoretickou a praktickou. Teoretická část je zaměřena na zpracování teoretických poznatků o time managementu, technikách time managementu a zlodějích času. Praktická část se zabývá představením společnosti a následně analýzou rozdílů v manažerském time managementu, potvrzením či vyvrácením stanovených hypotéz, a na závěr návrhem na zlepšení manažerského time managementu.

Klíčová slova: manažerský time management, čas, techniky time managementu, zloději času, manažer, generace time managementu

ABSTRACT

This bachelor thesis is focused on finding differences in the managerial time management of top-level, middle-level and first-level managers.

This thesis is divided into two parts − one theoretical and the other analytical. The theoretical part elaborates on theoretical findings from the field of time management, time management techniques and time traps. The analytical part is focused on introducing the company and then on analysing the differences in managerial time management, supporting or disproving stated hypotheses and finally on proposals for improving managerial time management.

Keywords: managerial time management, time, time management techniques, time traps, manager, time management generations

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CONTENTS

INTRODUCTION

I am definitely going to take a course on time management... just as soon as I can work it into my schedule. These days it seems that everything revolves around the term time management. Everything in this world is moving faster and faster and many people feel that 24 hours in a day is not enough, as a result of this people are in a hurry and want to complete as many work duties as possible within the same or shorter amount of time. Why? The reason is simple; we live in fast-moving times where time equals money. This is why managers should realize the importance of time so that they are able to complete their duties on time.

Time is one of the most valuable things in the world. Everybody is born without the knowledge of how much time he or she has left and time cannot be bought, saved or managed. However, it can be measured and experienced. Managerial success is down to the ability to plan the use of time and therefore it is essential for every manager to know how to do that. Time management is a discipline which deals with planning the use of time. As is mentioned above time management is used in order to manage and achieve more in the same time and furthermore to prioritize and analyze how time is spent as well as completing everything faster while still enjoying life.

This bachelor thesis is divided into two parts, one theoretical and the other analytical. The theoretical part is focused on the introduction of the term time management and its development. Furthermore it states the basic time management generations and techniques and time traps. The analytical part focuses on the main research question and the main aim of this bachelor thesis which is to find possible differences between managerial time management at the different levels of management in Navláčil stavební firma s.r.o.. The research focused on analysing differences in how first-level, middle-level and top-level managers plan their use of time as well as analysing time management tools and techniques that were employed, determining the most important activities, the most time consuming activities and the activities they have not got enough time for. Furthermore the research focused on procrastination, delegation and managerial time traps. The secondary aim of this bachelor thesis is supporting or disproving stated hypotheses.

The analytical part is subsequently followed by possible proposals for improving the time management approaches of first-level, middle-level and top-level managers and also proposals regarding workplace environment.

I.   THEORY

1   TIME MANAGEMENT

Time management can be defined and approached by many ways. The definition according to Business & Management dictionary (2007, 7466) is that "Time management involves analyzing how time is spent and then prioritizing different work tasks......Time management is an important tool in avoiding information overload".

John Caunt (2010, 22) holds a view that the basic principle of time management is the reduction of working hours or the ability to manage more work within the same time.

Covey, Merril and Merril (1994, 12-14) claim that time management is not just about time but also about setting priorities to our lives and finding the right path. The main approach is considered to be the replacement of urgent work with the one that is more important and valuable.

Clegg's (1999, 3) view is that time management can be used not only to get everything done faster but it also helps with getting more done and still enjoy life. Time management also helps in order to choose the most important tasks that go along with one's long term goals even if it is necessary to sometimes say "no" to other tasks. As Clegg (1999, 3) also claims: "One of the big time management messages is not to try to do everything at once, but to take tasks in bite-sized chunks."

Porvazník, Ladová and Rajošová (2008, 144-145) add that the main reason why attention is devoted to Time management is because the success of a company is greatly dependent on time management of its managers. Managers can be trained on time management but the successful results are mainly dependent on self-management and will of every manager. According to Porvazník, Ladová and Rajošová (2008, 144-145) the time itself cannot be managed and therefore time management is connected mainly with planning of the use of time.

1.1   History of Time Management

First traces of time management appeared in the United States in 1859 by the book "Self Help". The necessity for saving time then continued to Victorian age when the so called "dead time", for example travelling, was used to self-improvement. At the beginning of 20th century more time management books were published and these books provided advices such as how to improve oneself and also looked into the beginnings of procrastination. At the same time the stop watch was invented and Frederic Winslow Taylor wrote an academic works on time management. In reference to Taylor's work a

family named Gilberts was so impressed by his time saving results that they had decided to apply his suggestions to their everyday life. Their obsession was turned into a film which was afterwards noticed by Dutch company that changed time management into a business and started to provide time management systems. It was also claimed, by the personnel manager of TMI Claus Moller, that he was the founder of the phrase "time management" (Kennedy 2004, 60-64).

1.2   History of Time Management in the Czech republic

As David Gruber (2009, 17-25) claims the history of Time Management in the Czech Republic have arisen particularly after a year 1945 by Czech authors Dr. Jiří Toman, who was one of the first authors who dealt with the matters of mental work including keeping a diary, and David Gruber himself. As it was mentioned above the term mental or psychical work was used instead of the term time management which was not introduced to Czech Republic until 1990' when it first appeared due to Duch company called Time Management International. From the contemporary authors Gruber (2009, 17) mentions the works of RNDr. Jiří Plamínek, CSc. and Ing. Petr Pacovský.

1.3   Time

"If no one asks me what time is then I am sure I know, but as soon as they ask the question I find I do not know what time is at all." (St. Augustine, n.d.). As John Adair (2003, 5) states even great philosophers including St. Augustine lost in their attempt to define the term time. The term time is according to Adair (2003, 5) known to everybody because it can be measured and experienced but as Carol Saunders (2007, 4) claims each person has a different perspective on time and moreover each person is influenced by the time differently. For example the flow of time is faster while surfing on the internet and slower during long meetings. Consistent with Sanders' opinion John Adair (2003, 5-6) argues that time equals money and that is why its use should be wisely planned.

1.4   Time Management Generations

As reported by Covey, Merrill and Merrill (1994, 21-29) and Pacovský (2006, 29-45) four generations of time management were developed in the past few decades. The main features, strengths and weaknesses of each one are described below.

1.4.1 The First Generation

The first generation of time management is focused mainly on the fulfilment of given tasks. This fulfilment is accomplished by tools such as notes, check lists and others which remind manager what to. Due to the first generation tools minimum scheduling is used and managers are more focused on given assignments. Managers are considered to be flexible and adaptable to new situations and requirements. Their time schedule contains the most urgent and needed tasks which are fulfilled at a time that is by managers considered as essential. The most important tasks are considered to be the tasks ahead of them. (Covey, Merrill and Merrill, 1994, 21-29)

The main strengths of this generation are recognized as:

- the ability to adapt
- improvement of response towards other people
- time saving by less planning
- smaller amount stress
- tells "what to do". (Covey, Merrill and Merrill 1994, 24)

As far as weaknesses are concerned Covey, Merrill and Merrill (1994, 24) state these:

- certain tasks are not fulfilled
- no structure of time and activities
- small amount of work is accomplished
- commitments towards others are not completed, therefore relationships are hurt

1.4.2 The Second Generation

The second generation is recognized by using tools such as diaries, calendars and schedules which help managers with planning and preparation. This generation is focused mainly on the effectiveness, planning of future activities and the identification of aims.

Managers are in comparison with the first generation more organised, able to reach their goals, able to keep the deadlines and are more responsible for their results. They use calendars and schedules mainly to remind them future duties and because of that they are better prepared and therefore more effective. Time schedule is the most important tool and although these managers like other people, while fulfilling this schedule visitors, colleagues and people in general are seen as obstacles and intruders of their effort. The

most important thing in this generation is unfolded from managers' goals and from the tasks in their schedules. (Covey, Merrill and Merrill 1994, 21-25)

Advantages of this generation are:

- setting of goals accompanied by planning
- meetings' and duties' overview
- more effective meetings due to preparation

As disadvantages are considered:

- schedules are prioritized over people
- people are portrayed as devices or obstacles in accomplishing goals
- managers are oriented on the requested tasks (Covey, Merrill and Merrill 1994, 24-25)

1.4.3 The Third Generation

The third generation of time management is according to Covey, Merrill and Merrill (1994, 22-23) characterized by control over the time by using electronic and other devices which help with organization, planning, checking and setting priorities. Therefore managers who use this generation are considered to be more organized and productive and for them the most important thing is derived from their goals and values. Because of asking question "What do I want?" managers are able to set short-term, medium-term and long-term objectives which furthermore help them with realization of these goals and priorities. The third generation is sometimes considered as a best way of organizing and planning the use of time but as Covey, Merrill and Merrill (1994, 25-26) claim some imperfections are present, for example overly control, efficiency which is sometimes mistaken for effectiveness, overestimation of values, different approach to time. The difference between leading and managing is sometimes not distinguished and competency does not guarantee change in a quality of life.

As the main advantages of this generation are considered to be:

- responsibility for achieved results
- values are taken into consideration
- planning and setting priorities in order to increase personal productivity
- development and reinforcement of time management and personal skills
- boost of effectiveness
- arranges life into structure

Weaknesses of this generation are:

- the conviction that the manager is the one who takes the lead in life

- the planning of tomorrow is more important than urgent tasks today

- overly programming and unbalance of roles

- people are treated as objects where the time plan is the most important thing

- low flexibility (Covey, Merrill and Merrill (1994, 25)

1.4.4 The Fourth Generation

As it is stated by Covey, Merrill and Merrill (1994, 31) after the third generation of time management was developed a certain need for fourth generation followed. This generation was characterized by keeping the advantages of all three generations before and erasing their imperfections. Pacovský (2006, 36-48) agrees and states the main imperfections that were eliminated in the fourth generation, namely overly difficult planning, inhumanity, the tear of visions and goals from a real life. In comparison with the third generation which is established only on fulfilling the goals, the fourth generation is based mainly on the fulfilment of manager's needs, relationships and positive experiences that lead to positive results and achieving objectives. In other words a journey to achieve an objective is more important than the objective itself. The basic principal of this generation is manager's satisfaction that furthermore results in long-term effectiveness while company's performance and manager's satisfaction are equal and closely connected with each other.

As Pacovský (2006, 37) also mentions that the fourth generation is not connected only with achieving goals and planning, but is characterized as a certain life style whose tools are self-knowledge, leadership and management.

2 TIME MANAGEMENT TECHNIQUES

As it is stated by Porvazník and Ladová (2008, 162) during the planning of the use of time more time management techniques should be combined together. The basic and well-known techniques are described below.

2.1 The 80/20 Principle

The 80/20 Principle is sometimes referred to as The Pareto Principle. It is a principle of an Italian economists Vilfred Pareto (Porvazník, Ladová and Rajošová 2008, 148). It was discovered in 1897 by watching, comparing and analysing incomes of population in 19th century Great Britain. Pareto had discovered that the majority of incomes had belonged to the minority of population. To be precise 80% of wealth had belonged to 20% of population. Later on he had discovered that although this pattern was not 100% precise and balanced it was repeated in different countries and times with almost the same result - 80/20 (Koch 2008, 17-21).

According to Koch (2008, 17) the 80/20 principle might be described as some kind of an imbalance between causes and results, inputs and outputs. Since the 80/20 principle was first described it was used in a variety of fields. One of them is time management. When the principle is applied as a time management technique every manager should realize that 80% of success is gained in 20% of invested time. Therefore 80% of invested time leads to only 20% of results (Koch 2008, 139).

According to Koch (2008, 148-149) a key to successful time management is to identify those 20% of activities that carry out 80% of successful results. That means that 20% of the time spent at our desk brings 80% of working results. (Uhlig 2008, 62-63)

2.2 The Eisenhower Principle

The Eisenhower Principle is a technique that was used by the American president Dwight David Eisenhower. Although this principle was used mainly as a strategic tool in wars and politics it has found its place in many sectors. (Greenstein 1999, 52-54)

The Eisenhower Principle is based on distinguishing activities that are significant and urgent. (Knoblauch and Wöltje 2003, 26) In other words "It is based on the affirmation that importance takes precedence over urgency" (Porvazník, Ladová and Rajošová 2008, 149). According to Porvazník, Ladová and Rajošová (2008, 149) and Uhlig (2008, 66) the tasks are divided into four main categories:

- Urgent and important - this category contains of tasks that must be finished during the same day. They cannot be postponed and are usually accompanied by deadline.

- Urgent and less important - tasks in this category are not as important and complicated as the ones in urgent and important therefore they may be delegated to subordinates. By solving them himself/herself, the manager could lose great amount of time.

- Less urgent and important - these tasks are usually postponed because they are not that urgent. Nevertheless as they became more urgent in a short time they might be partly delegated to subordinates. This delegation is a nice opportunity for further development of subordinates' personal skills.

- Less urgent and less important - these tasks are usually found on every managers' desk. Managers view them as waste of time and moreover they might be a waste of time for subordinates as well.

2.3   The ABC Analysis

The ABC Analysis is focused mainly on the prioritization of tasks. The goals should be set and further actions should lead to their fulfilment (Coleman and Neri 1983, 38-41). Oldřich Šuleř (2008, 47) suggests that the analysis of time consuming tasks should be divided into three categories. These categories are called A, B, C and are divided according to their importance.

Group A - Tasks are fulfilled by managers themselves. These tasks are very important therefore managers are not able to delegate them. Porvazník, Ladová and Rajošová (2008, 149-150) claim that these tasks constitute 15% of working activities but more importantly they participate in total results by 65%.

Group B - Tasks of an average importance, some of them may be delegated to subordinates (Šuleř 2008, 47). These tasks participate by 20% in total results. (Porvazník, Ladová and Rajošová 2008, 150)

Group C - All authors (Porvazník, Ladová and Rajošová 2008, 150; Šuleř 2008, 47) agree that these tasks are of the least importance. They include everyday routine activities which may be delegated. Although they are not very important they are represented in 65% of daily activities and their share on total results is 15%. (Porvazník, Ladová and Rajošová 2008, 150)

2.4 The View from the Helicopter

As reported by Dr. Muna (Muna 2010) the View from the Helicopter is connected with strategic thinking and with the ability to see the priorities from a bigger picture. In agreement with this opinion Porvazník, Ladová and Rajošová (2008, 148-149) suggest that the priorities should be structured into six levels:

Level 1 - Tasks are completed as they are found.

Level 2 - Tasks which need to be fulfilled directly because they are important for the fulfilment of objectives.

Level 3 - Tasks that need to be completed within a few hours. These activities are selected in order to perform a long-term objectives.

Level 4 - Tasks that should be completed within a few days, weeks, etc.

Level 5 - Tasks that should be managed in following months. The viewpoint is converted into long-term projects.

Level 6 - Tasks that are required to be accomplished not only for the manager himself/herself but also for his/her surroundings. The capability of a general and personal awareness is demanded.

2.5 The Elephant Technique

The Elephant Technique is used for solving large tasks. The main principle of this technique is to divide the large task into smaller pieces which are subsequently solved every day or week. This technique is compared with the act of eating elephant which is also not eaten at once but is divided into smaller pieces which are eaten gradually. When each part is dealt with individually the fear of the whole task disappears and is executed more easily. (Porvazník, Ladová and Rajošová 2008, 150)

2.6 S.O.R.U.Z. Method

This method which is described by Beatrice Uhlig (2008, 63-65) is used for the purpose of helping with organising projects that need to be finished. Individual steps of this method are divided into letters S, O, R, U and Z.

S - Summarizing of tasks is based on summarizing appointments and activities that should be completed on a given day, including tasks and work that were not managed the day before.

O - Time estimation of activities is focused on the amount of time that is needed for the fulfilment of a particular project. The duration of activities should be placed upon a record and then compared with previous estimations.

R - To prevent an unpredictable events the time reserves are used. Due to them daily plans are not disrupted and everyday activities are more manageable. The recommended time reserve is usually from 20% to 50% of working hours. The precise percentage is dependent on working environment.

U - Setting priorities which is connected with scheduling tasks. The tasks are prioritized and the task with the highest priority is planned on the most productive part of a day. These tasks can be also delegated but the decision to delegate is up to every manager.

Z - At the end of every day a retrograde control is performed. This control contains control of a daily plan. The task that were not completed are transferred on the following day. A frequent execution of these controls helps with future time estimation of daily plans.

2.7   The Delegation

As reported by Porvazník, Ladová and Rajošová (2008, 150) the delegation is one of the basic management techniques. The delegation is defined as an execution of tasks by subordinates which furthermore proofs manager's ability to manage employees at lower positions. The basic principle of delegation is to deal with every assignment at the lowest possible post. As Muir claims (1995, 1-2) that delegation is not only used to assign the task to employees at lower positions but it is also a way of showing faith in subordinates. In other words it can be used as a motivational tool which can raise employees' confidence. While delegating the tasks certain risks might appear and as Muir (1995, 1-2) admits "It is up to the supervisor or manager concerned to pay very close regard to the abilities, strengths and weaknesses of his or her staff and allocate them accordingly." Manager is not able to control each delegated task and due to that it is recommended to set a controlling system. As a result of delegation the manager is able to focus on additional tasks such as planning resources as well as on the improvement of his or her skills.

Knoblauch and Wöltje (2003, 76-77) agree with Muir's (1995, 1-2) opinion and add the main arguments why the delegation is not used by some managers. These arguments include opinions such as the delegation might be risky, they like to work alone, they can execute the tasks more efficiently than subordinates and the tasks are completed faster by themselves.

3 TIME TRAPS

Time trap could be according to Uhlig (2008, 70) defined as a feeling of not having enough time which is caused by disturbing elements and time consuming activities. As Porvazník and Ladová (2010, 161) claim, time traps are considered to be a typical examples of the bad use of time. Time traps are caused by internal and external factors which are further described in the chapters below. (Uhlig 2008, 70-103)

3.1 External Factors

The time management of every manager can be influenced by many factors, external factors are one of them. These factors are an outer elements that surround every manager, therefore can attack manager's time management at any time independently on his or her will. (Uhlig 2008, 70)

Disturbing Phone Calls

As reported by Beatrise Uhlig (2008, 76-78) disturbing phone calls are one of the main causes of the lack of time. These phone calls are usually very long, boring, useless, unproductive and many managers are found to have problems with their termination. While having this kind of a phone call Uhlig (2008, 76-77) suggests to propose a date when the calling person can get in touch again, friendly termination of this phone call or simple explanation of our lack of time situation. It is always recommended to use friendly voice and honest explanation while terminating disturbing phone calls.

Distracting Noise and Other Elements

Distracting elements such as noises are sometimes referred to as the most frequent stress and disturbing factors at work. The noise can be caused by many elements for example radios, frequent phone calls, visitors, loud conversations, sound of a printer and others. These factors may cause the inability to concentrate and auditory diseases. (Uhlig 2008, 73) As a prevention of these elements Uhlig (2008, 73-74) recommends finding the most quiet place to work in or a redirection of phone calls to secretaries.

Unannounced Visitors

Unannounced visits can be sometimes very welcomed and refreshing but while concentrating on a certain task these visits might be portrayed as very disturbing. Uhlig

(2008, 78-79) holds a view that visits should be always carefully planned and when an unannounced visitor appears a delegation of this visit might be implemented. When struggling with coming by visitors a reservation of time for these cases is also beneficial. (Uhlig 2008,78-79)

Long Meetings

Long meetings are commonly referred to as time consuming activity. Uhlig (2008, 80) states that it is caused mainly by the lack of preparation, high cost of every meeting and not meeting the time schedule of this meeting. Next main reasons are the lack of meeting guidance and troubles with conversation such as that the main facts are not presented, the lack of participants interaction and the involvement of emotions. To make meetings more productive Taylor and Mackenzie (1986, 130) suggest to identify the meeting direction, prepare and send materials in advance and invite only those people who are involved in the discussed matter. The time schedule should be always kept and the meeting should always start on time. After the meeting was held the minutes should be distributed as soon as possible.

Socialization

The amount of socialization depends on each person's character. It can be found as a major feature of a working process for some people and on the other hand for certain people it can be perceived as a big waste of time. Working in a relaxed atmosphere and having good relationships with colleagues is often reflected in achieving great working results. Although socialization is perceived as a positive thing it should not become a major part of a working process and the time should be always closely watched. (Uhlig 2008, 83-84)

Organizing

As a main advice on how not to get overloaded with documents Uhlig (2008, 85-86) suggests a basic principle of archiving. The best place for an archive can be found next to the working desk and the documents should be divided into categories, for instance database of contacts, travel costs, invoices and others. It is also recommended to sort these documents once monthly and keep only the most important ones which will be possibly needed in the..

3.2 Internal Factors

As reported by Uhlig (2008, 88) time traps do not have to be only caused by people and environment that surround every manager, but can be also caused by the character of every individual. The main internal factors that causes a lack of time are described below.

The Inability to Say "No"

For many people the ability to say "no" is very difficult and the foundation of this problem lays in a sense of guilt, concerns and fear. It is in the nature of every person to be kind and if a person, who he or she has respect for or likes, asks for a favour it is very difficult to refuse. Based on this problem the diary becomes overfilled with unwanted activities (Uhlig 2008, 88). Uhlig (2008, 89-90) believes that to eliminate these unwanted activities the boundaries should be defined. When these boundaries are defined the ability to say "no" becomes much more easier but as Uhlig admits the boundaries are sometimes not applicable in the case of working environment. For keeping their job employees are forced to fulfil their superior's orders and as a result of that their diary becomes overfilled and the lack of time follows. People who cannot say "no" are easy to manipulate and have lack of self confidence.

The Development of a Self-Discipline and Will

The development of one's will is very important in the case of starting and finishing tasks. The will is closely connected with motivation and when the lack of motivation appears taking the first step and start is the most important part of a process. However if the motivation is missing completely the tasks are completed by the strength of will. The self-discipline on the other hand is revealed when very difficult tasks should be fulfilled. The activities which are considered to be difficult are fulfilled by self-discipline despite reluctance. (Uhlig 2008, 91-92)

Procrastination

According to Skowronski and Mirowska (2013, 4-6) by procrastinating people waste a great amount of time and money. Procrastination is defined as a voluntary postponing of tasks that need to be carried out regardless of the awareness that the situation will get worse by postponing them. Employees who procrastinate cause harm not only to the company's productivity but also to their co-workers who must work more in order to

reduce company's loss. The most commonly postponed tasks are considered to be the ones which are boring, difficult to perform and with delayed gratification. Skowronski and Mirowska (2013, 7-8) also state that understanding the causes of procrastination and recognizing its type may lead to the first step of performance improvement. The next step to defeat procrastination is to apply time management training which is considered to be most used and effective. Employees should start prioritizing, planning, reallocating time and analysing their time schedule. Although the following steps do not guarantee improvement in employee's performance the job satisfaction increases and the amount of procrastination might decrease.

Doing Too Many Things at Once

Beatris Uhlig (2008, 101-102) holds a view that by doing too many things at once the ability to carry them out properly decreases and just a small part of every task is carried out instead. It is not favourable to have many unfinished tasks at once but it is also difficult to find the balance between what is needed to be done and what is manageable. By taking too many tasks the overview is lost and confusion accompanied by stress follows. Above all the concentration is disrupted and the fulfilment of these tasks takes a great amount of time and forgetting might also appear.

Intuition

Most commonly the decisions are made based on facts but as Uhlig (2008, 100) claims the final decision is often made by our intuition. Decisions are never decided with the absolute certainty and the intuition in this case serves as a time saver. Although a great and detailed research might help the feelings and a lucky hand is often more appreciated. The trust in intuition and feelings should be developed because the decision making becomes subsequently easier and saving of time and energy follows.

4 MANAGEMENT

According to Business Dictionary (2014) management is "The organization and coordination of the activities of a business in order to achieve defined objectives." Armstrong and Stephens (2005, 3-4) agree with this opinion and add that the activities are carried out by people who are considered to be the most important resource of every manager and as he stresses in his next book (Armstrong 2011, 2) making decision about what is going to happen and manage it through people is considered to be the main substance of management. Furthermore he (Armstrong 2011, 3) claims that the main objectives of management are recognized as setting the main direction, supporting changes and the accomplishment of results by using recourses in a creative and prudent way.

Porvazník, Ladová and Rajošová (2008, 20) claim that "The basic term in management is the term control" but history, future, training and evaluating management's qualification are also included. According to them "The management subject is, generally speaking, an individual, team leader or top manager in an organization." (Porvazník, Ladová and Rajošová (2008, 22)

4.1   Manager

"A manager is a person responsible for the work performance of a group members" (DuBrin 2008, 2). Armstrong (2011, 3) claims that the main task of every manager is recognized as achieving goals that are fulfilled not only by people but by the managers themselves as well. Porvazník and Ladová (2008, 28-29) state that the classic management place an emphasis on manager's knowledge, skills and other requirements which are described in detail by Armstrong (2011, 8) who notified the main managerial qualities such as creativity, social skills, flexibility, general knowledge, adaptability, persistence, ready to take the risk, qualification, devotion and eagerness.

DuBrin (2008, 2-4) describes the three levels of management where managers are divided into top-level managers, middle-level managers and first-level managers.

Top-level managers are usually the most important managers and sometimes can be referred to as "chiefs". As far as their main tasks are concerned responsibilities such as decision making, hiring of a new personnel, acquisitions and investment are included. The main direction of a company is based on their decisions.

Middle-level managers are sometimes considered to be the intermediaries between top-level and first-level managers. The main activities of middle-level managers are

recognized as carrying out the top-management decisions and projects, helping with taking over new ventures and reaching company's goals. The amount of their subordinates and the amount of income is not fixed and it varies according to the size of a company.

First level managers can be sometimes called supervisors. Their main task is to oversee subordinate employees and they lay great amount of stress on the production and cost control. These managers are typical for their promotion process. (DuBrin 2008, 2-4)

5 SUMMARY OF THE THEORETICAL PART

It is very difficult to define the term time and even a great philosophers lost in this attempt. From what we know the time is known to everybody, it can be measured and experienced. But because we cannot buy it or save it its use should be wisely planned and that is why the science of time management was introduced.

The time management can be approached by many ways. It is connected with prioritizing, managing more work within the same time, setting priorities to our lives, helping with choosing the most important tasks and to fulfil them not at once but in bite-sized chunks. The success of a company is dependent on time management of its managers and also on their will.

During the years time management has evolved in four generations. Each generation focuses on different tools and has different strengths and weaknesses. The first generation is strictly focused on fulfilment of tasks and duties which are accompanied by simple time management tools. The second generation of time management is unlike the first generation using tools that are focused on planning, therefore this generation is focused mainly on the planning of future activities. The third generation is focused not only on planning and organization of certain tasks but also on their checking and setting priorities. The productivity is derived from managers' goals and values. An finally the fourth generation keeps all the advantages from the previous generations and is focused mainly on the fulfilment of managers' needs, relationships and positive experiences.

The time management is not focused only on tools but has also techniques. The main time management techniques are The 80/20 principle, The Eisenhower principle, The ABC analysis, The view from a helicopter, The Elephant technique, S.O.R.U.Z. method and Delegation.

Time management's biggest enemies are time traps. Time traps are divided into those that are cause by internal factors and external factors. The external factors are for example disturbing phone calls, disturbing noises, unannounced visitors, long meetings and socialization. The internal factors are the inability to say "no", procrastination, doing too many things at once and the development of self-discipline and will.

To complete the summary of the theoretical part the term management was introduced and followed by the characterization of the individual levels of management.

II.   ANALYSIS

6 COMPANY INTRODUCTION

Navláčil stavební firma, s.r.o. was founded in 1992 by Martin Navláčil, Sr. who started to run a construction company as a natural person. During the year 1996 with the help of Mr. Navláčil's wife and sons the company has transformed into limited liability company which main goal was to create a strategy of a family oriented company that cares about its customers. (Mach 2014)

The main field of business of Navláčil stavební firma, s.r.o. is building constructions such as shop floors, warehouses, office blocks and factory units which are constructed as a turnkey projects. The company also takes a big pride in stucco working where thank to its stucco workers the company has participated in reconstructions of historical buildings and historical facades. (Stavební firma Navláčil 2014)

The company puts an emphasis on expertise and morality of its workers and believes that because of these qualities a guarantee of high quality work is provided. The company provides skilful and efficient workers from the fields of construction managers, bricklayers, carpenters, stucco workers and others. The stabilized number of employees is 150 where the average age of employees is 39 and the average length of employment is 5 years. Navláčil stavební firma, s.r.o. also takes into consideration that the biggest value of this company lays in its workers and that is why it implemented people management standard "Investor in People" which helps them with employee care. Thank to this people management standard the Navláčil stavební firma, s.r.o. became the first company in the Czech Republic that gained this internationally recognized certificate. (Stavební firma Navláčil 2014)
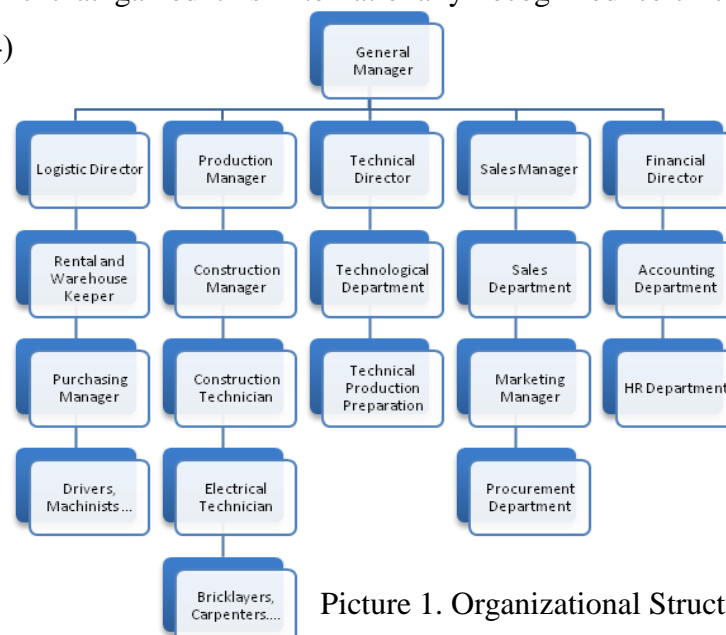
Picture 1. Organizational Structure (own elaboration)

7 METHODOLOGY OF RESEARCH

The aim of this chapter is to introduce the objectives of the research, respondents and moreover to identify the types of research that helped with the overall fulfilment of this research. This chapter also includes the determination of research hypotheses.

7.1 Objectives of Research

The purpose of this research and the research question is to find possible differences between time management of first-level, middle-level and top-level managers and furthermore to test hypotheses of these possible differences.

7.2 Types of Research

A methodology used to collect the information about time management of first-level, middle-level and top-level managers was a combination of qualitative and quantitative research.

7.2.1 Quantitative Research

Collection of data was executed by using questionnaire which contained 15 questions and the results were evaluated by http://survio.com.

Types of Questions:

 - Contingency questions: 11b, 12b
 - Yes/No questions: 1, 2, 5, 11, 12
 - Multiple choice questions (select many): 4, 7, 8, 9, 10, 13
 - Multiple choice questions (select one): 14, 15
 - Constant sum questions: 6
 - Open questions: 3

7.2.2 Qualitative Research

On request of high management of Stavební firma Navláčil, s.r.o. the questionnaires were filled out during a personal interview where the additional information and data gained from conversation were written down for further analysis.

7.3 Respondents

Respondents of this bachelor thesis were managers of Navláčil stavební firma, s.r.o. who completed a questionnaire during personal interview. The research was completed by 10

respondents - first-level, middle-level and top-level managers of Navláčil stavební firma, s.r.o..

7.4 Hypotheses

H1: Top-level managers have higher awareness of the term time management, are most likely to attend time management training and to use time management techniques.

It is assumed that top-level managers are most usually the ones who attend time management trainings since they usually have the most job duties that need to be performed. Therefore they should delegate and use time management techniques in order to perform their tasks on time.

H2: Managers on different levels of management organize a working day differently and are concerned with different activities.

Regarding the organization of managers' working day, top-level, middle-level and first-level managers are supposed to organize the activities and duties differently.

H3: First-level managers are more likely to procrastinate than managers on middle and top level.

As far as procrastination is concerned it is assumed that managers on lower levels might be more associated with procrastination than managers on middle and top level. They are answerable to their superior and therefore sometimes less responsible.

H4: Managers on different levels of management might experience different time traps.

It is supposed that because of different organization of working activities and different duties of each level of management the time traps might differ as well.

8 RESEARCH

This chapter deals with the research which is the most important part of this bachelor thesis. The research will first start with the introduction of respondents followed by the appraisal of the research. Afterwards the research will be summarized and possible improvement proposals will follow.

8.1 Introduction of Respondents

As mentioned above the research was completed by 10 respondents who are furthermore identified in the Table 1. Gender.

Gender	Number	%
Male	9	90%
Female	1	10%
Total	10	100%

Table 1. Gender

The Table 1. Gender shows that the research was completed by 90% of male and 10% of female. Regarding the main business field of Stavební firma Navláčil, s.r.o. which is building constructions the male sex predominates.

The division of respondents to managerial levels is illustrated in Graph 1. Managerial level.
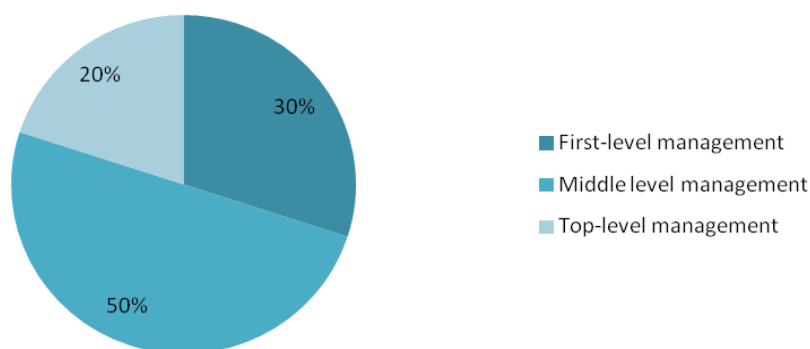
**Graph 1. Managerial Levels**

The graph shows that 30% of respondents were first-level managers, 50% middle-level managers and 20% top-level managers. Concerning the organizational structure of Stavební firma Navláčil, s.r.o. the number of middle-level managers predominates.

8.2 Appraisal of the Research

The main body of the research may be found below. This research is concerned with finding the answer on research question but also with supporting and disproving determined hypotheses.

8.2.1 Awareness of the Term Time Management

In order to support or disprove the hypothesis number 1 the respondents were asked to answer the question if they are familiar with the term time management.
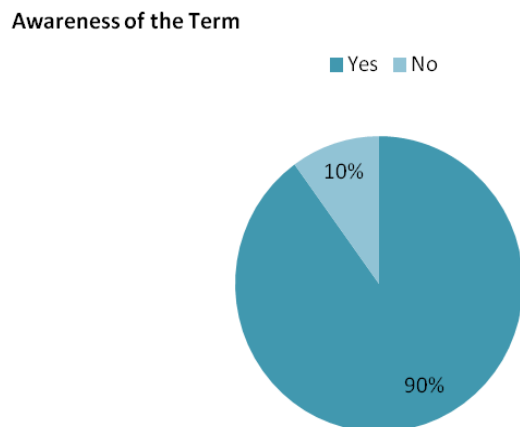

Graph 2. Do You Know the Term Time Management?

The research showed that from the given sample of managers only 1 (10%) did not know the term time management, namely middle-level manager. The rest of managers (90%) were familiar with this term, however the awareness of this term was for the most part caused by the flow of information, in particular between first-level managers. Regarding the awareness of the term Time management top-level managers were familiar with the term as it was supposed in the hypothesis, nevertheless the first and middle-level managers were familiar with this term as well.

8.2.2 Experiences with a Lack of Time

Concerning the managers' overall approach to time the managers were asked about their experiences with a lack of time. The managers experiencing a lack of time were furthermore asked to state possible causes.
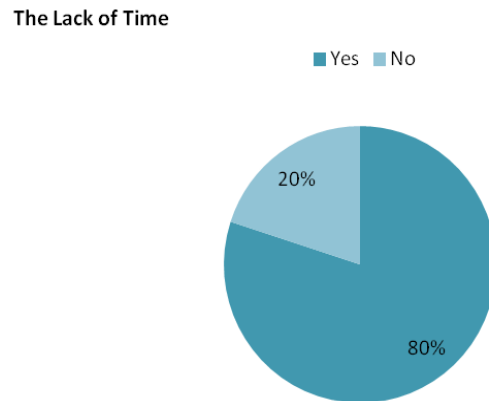
Graph 3. Do You Sometimes Experience a Lack of Time?

As it is visible from the graph 3 80% of managers sometimes do experience a lack of time. On the other hand 20% of managers, namely one first-level manager and one middle-level manager, do not. These results might be influenced by the amount of responsibility connected with their job positions, by the job positions itself and by the character of every manager. To state the differences between their experiences the managers were asked to answer an open question on what they think is the main cause of their lack of time.

The first-level managers stated that their lack of time is caused firstly by disturbing phone calls and unannounced visitors, that need to be managed, secondly by bad planning of the usage of time and thirdly by assignments of new and more important tasks,from the senior management, which need to be fulfilled as soon as possible and therefore manager's regular tasks are moved to the background.

Whereas the middle-level managers explained that they suffer from the lack of time because they have too many tasks to manage which is caused primarily by the impossibility to delegate to subordinates and in agreement with first-level managers by the disturbing phone calls and unannounced visitors.
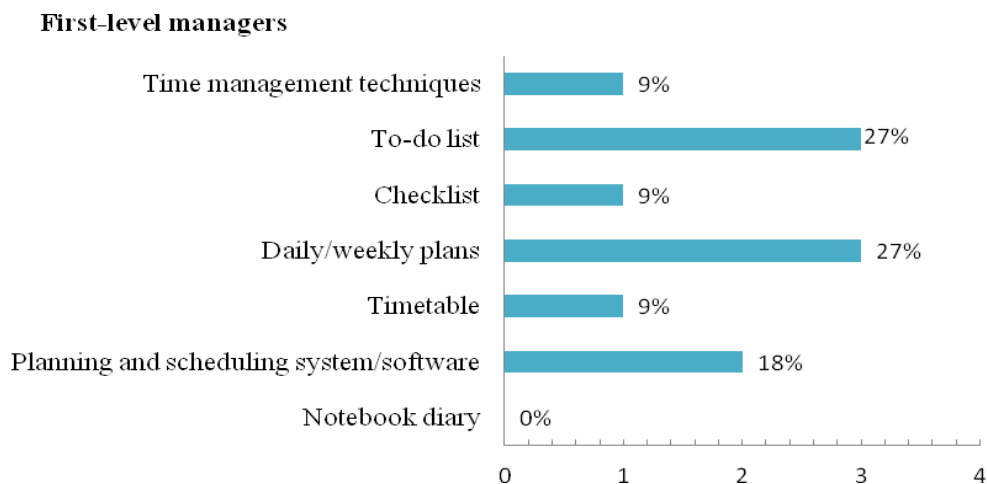
The top-level managers answered that their shortage of time is produced by too many tasks that have to be managed and also by the need to finish the most important tasks first.

Moreover they stated that this shortage might be also caused by the setting overly high objectives and by the effort to perform a high quality work results.

To summarize the differences the top-level managers are influenced mainly by the amount of work and the effort to perform a high quality results, whereas the middle-level managers are affected by the impossibility to delegate which will be further described below and by the time traps, namely unannounced visitors and disturbing phone calls. Finally the first-level managers experience lack of time due to delegation from senior management, time traps and by the bad planning of the usage of time.
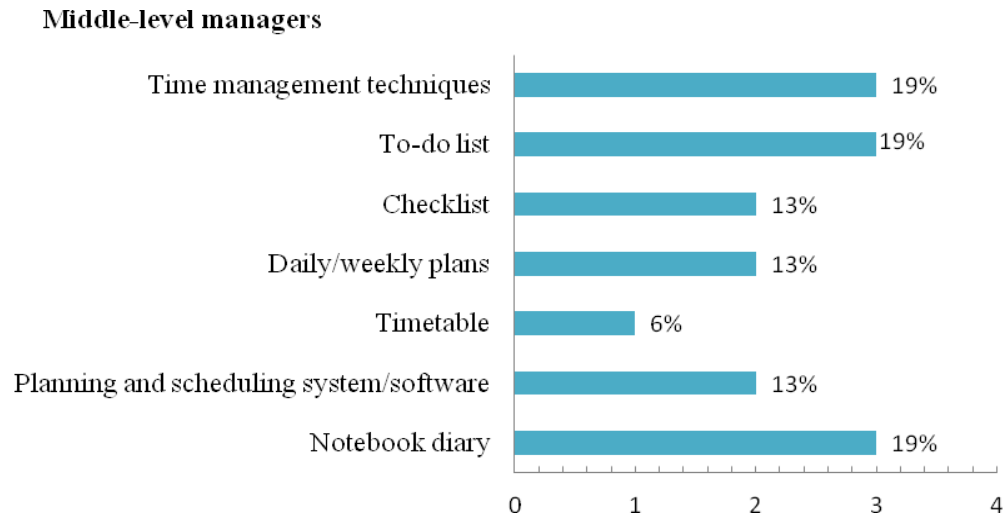
8.2.3 The Use of Time Management Tools and Techniques

To further elaborate on the hypothesis number 1, where it is also stated that top-level managers are more likely to use time management techniques, managers should state which time management tools and techniques they use.

First-level managers

| Technique	Value
Time management techniques	9%
To-do list	27%
Checklist	9%
Daily/weekly plans	27%
Timetable	9%
Planning and scheduling system/software	18%
Notebook diary	0%

Graph 4. Which Time Management Techniques Do You Use While Planning the Use of Time? (First-Level Managers)

The graph illustrates time management tools and techniques used by first-level managers. According to the graph first-level managers use especially to-do lists (27%), daily/weekly plans (27%) and planning and scheduling system (18%). As far as to-do lists and daily/weekly plans are concerned they might be considered as a basic time management tools. On the other hand planning and scheduling system is commonly used in Navláčil stavební firma, s.r.o.. It is a company system which is characterized by the combination of to-do list and checklist and it is used by every manager in this particular company.

Middle-level managers

Graph 5. Which Time Management Techniques Do You Use While Planning The Use of Time? (Middle-Level Managers)

Regarding the most frequent time management tools and techniques used by middle-level managers the research showed that middle-level managers use firstly notebook diaries (19%), secondly to-do lists (19%) and thirdly time management techniques (19%). Speaking of the time management techniques, during the personal interview the respondents stated that they do not know any particular technique by name, however, the use of these techniques for setting priorities comes subliminally. In contrast with first-level managers middle-level managers use widely notebook diaries either in a form of printed notebook or in their mobile phone. Middle-level managers' higher usage of notebook diaries can be explained by different duties at work, in particular middle-level managers have more business appointments that need to be scheduled.
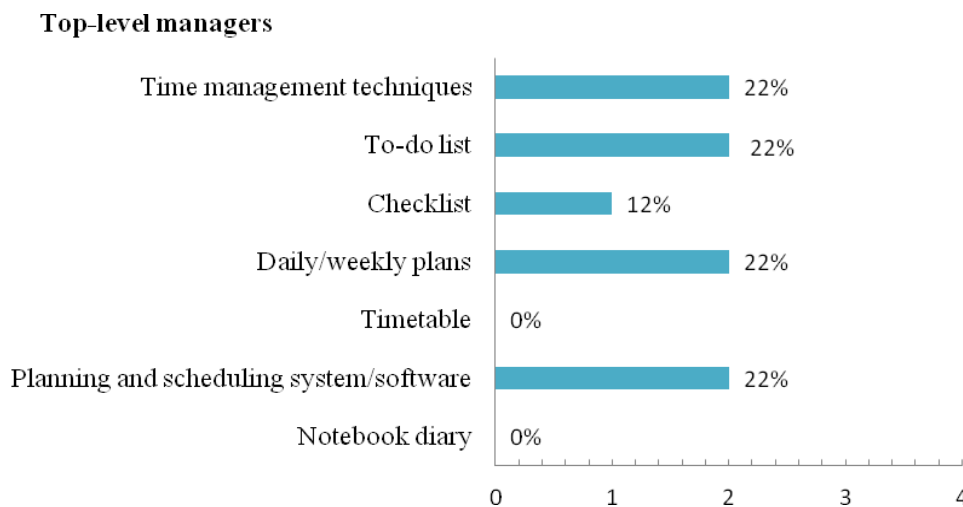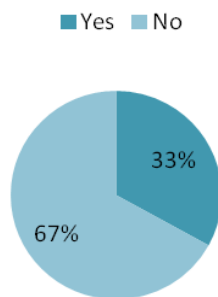
Top-level managers

Graph 6. Which Time Management Techniques Do You Use While Planning The Use of Time? (Top-Level Managers)

As graph 6 shows top-level managers use mainly time management techniques (22%), to-do lists (22%), daily/weekly plans (22%) and planning and scheduling system/software (22%). In comparison with first-level and middle-level managers top-level managers use company planning and scheduling system/software much more. This use can be explained as setting a good example to other managers to use a system which is provided by a company or they might use this system more because they have more duties to fulfil and therefore they can make a full use of company planning and scheduling system/software. Regarding another difference between middle-level and top-level managers' use of time management tools and techniques, top-level managers do not use notebook diaries whereas middle-level managers use them primarily. Apart from these major differences top-managers use similar tools and techniques as first-level and middle-level managers.

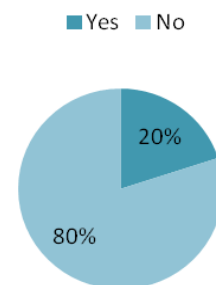### 8.2.4   Participation on Time Management Trainings

And finally to conclude the hypothesis number 1 the managers were asked to define their participation on time management training.
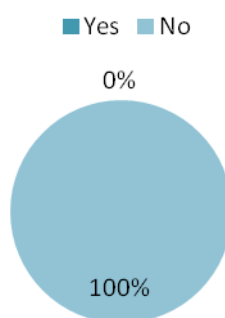

Graph 7. Have You Ever Been on Time Management Training? (First-Level Managers)

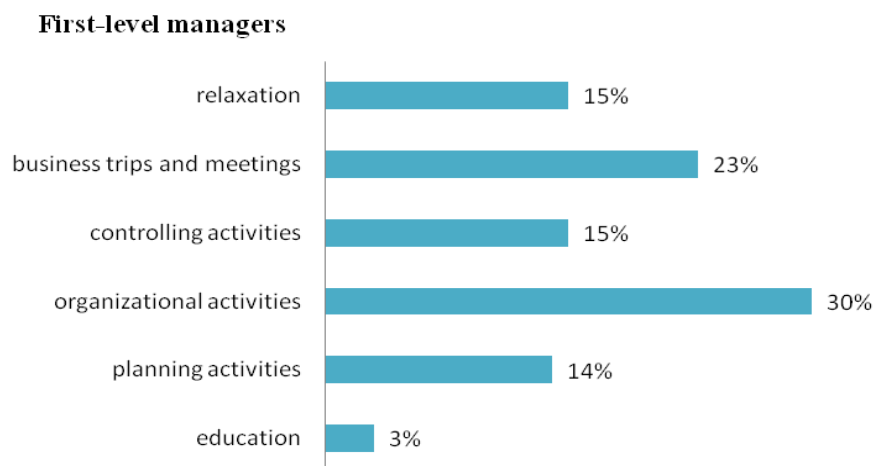**Graph 8. Have You Ever Been on Time Management Training? (Middle-Level Managers)**

Graph 9. Have You Ever Been on Time Management Training? (Top-Level Managers)

Regarding top-level managers the graph 9 shows that the top-level managers of Stavební firma Navláčil, s.r.o. have never been to time management training. As far as first-level and middle-level managers are concerned only one from each group had attended time management training. During the personal interview these two managers of first and middle-level further specified that their participation on time management training was during their studies at university. Based on these information it is visible that this part of hypothesis was not supported.
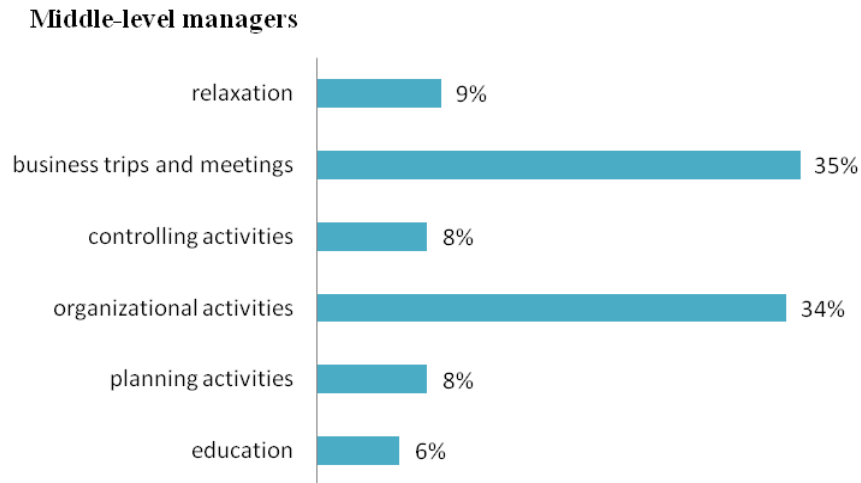
8.2.5 The Model of Planning

In order to analyse the differences between time management of first, middle and top-level managers and support hypothesis number 2, managers were also asked to divide and express as a percentage given activities according to time that is devoted to each activity every day.

First-level managers

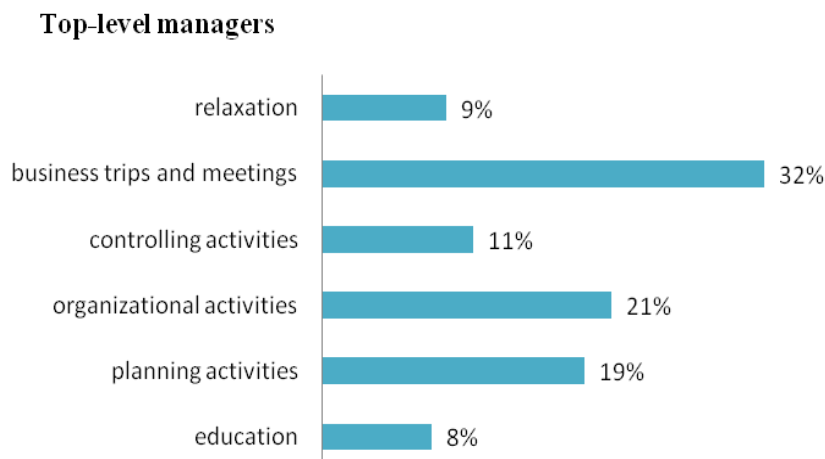|	
relaxation	15%
business trips and meetings	23%
controlling activities	15%
organizational activities	30%
planning activities	14%
education	3%

Graph 10. The Model of Planning (First-Level Managers)

Graph 10 shows the division of work activities by first-level managers. Based on data collected via questionnaires the main activities of first-level managers are organizational activities (30%), business trips and meetings (23%) and besides that relaxation (15%), planning activities (14%) and controlling activities (15%). The division of all activities is relatively evenly distributed. The main part of working hours is devoted to business trips and meetings and organizational activities. Whereas a minimum time is devoted to education (3%) which is in minority.

Middle-level managers

Graph 11. The Model of Planning (Middle-Level Managers)

As far as the model of planning of middle-level managers is concerned big contrast is noticeable. The most time is devoted to business trips and meetings (35%) and organizational activities (34%). On the other hand the rest of activities such as

relaxation (9%), controlling activities (8%), planning activities (8%) and education (6%) are in balance and an equal time is devoted to them. The contrast between organizational activities and business trips and meetings and the rest of the activities might be caused by the big amount of assigned work duties which middle-level managers need to fulfil and therefore have less time for other activities.
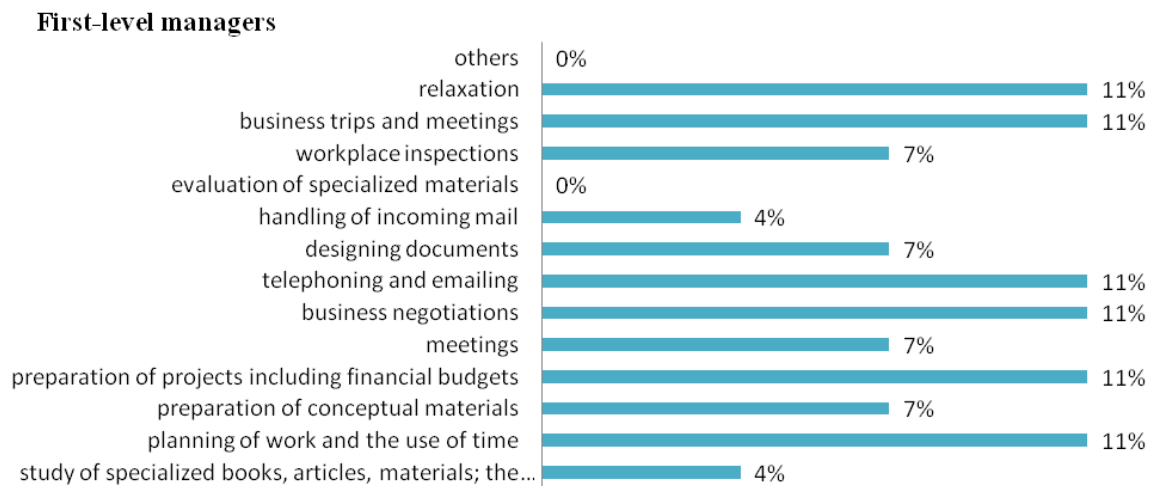
Top-level managers

Graph 12. The Model of Planning (Top-Level Managers)

Speaking of top-level managers and their model of planning, similarly with first-level and middle level managers business trips and meetings (32%) predominate. Business trips and

meetings are followed by organizational activities (21%), planning activities (19%), controlling activities (11%) relaxation (9%), and education (8%). Regarding the differences between the model of planning on different levels of management, in comparison with first-level and middle level managers, top-level managers devote higher amount of time to planning activities. This difference might be influenced by the position in a company and also by the main work duties which in case of top-management include planning. Another difference is related to relaxation. In comparison with middle-level and first-level managers, top-level and middle-level managers have less time to relax. This difference may be caused by the amount of work duties that are higher for managers of top and middle level of management.

8.2.6 Determination of Work Activities

For the purpose of further analysis of the model of planning the managers were asked to mark the activities, from a given list, they are occupied with every day. These activities will be further divided in following chapter on those which are most time consuming, most important and those there is not enough time for.

First-level managers

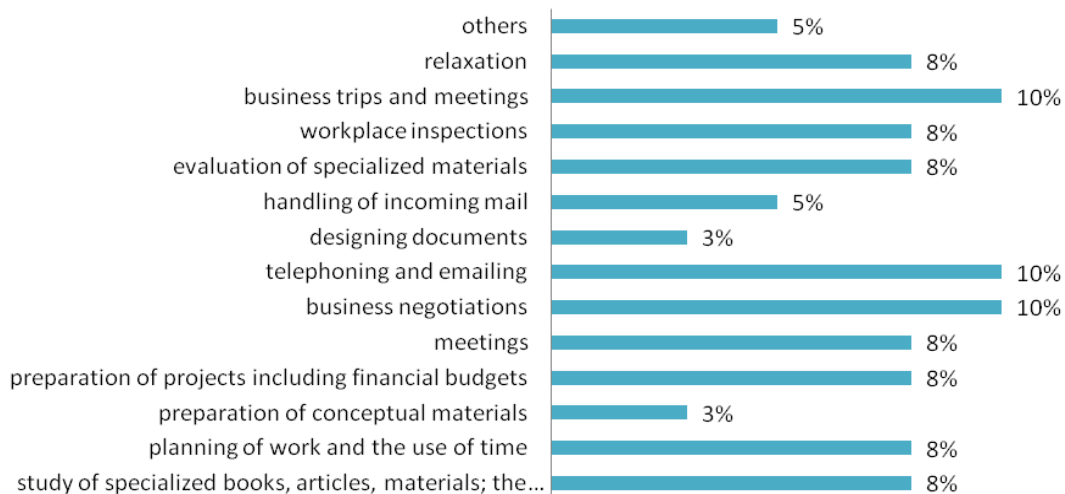| Activity	Percentage
others	0%
relaxation	11%
business trips and meetings	11%
workplace inspections	7%
evaluation of specialized materials	0%
handling of incoming mail	4%
designing documents	7%
telephoning and emailing	11%
business negotiations	11%
meetings	7%
preparation of projects including financial budgets	11%
preparation of conceptual materials	7%
planning of work and the use of time	11%
study of specialized books, articles, materials; the…	4%

Graph 13. Daily Work Activities (First-Level Managers)

As it is visible from graph 12 the main work activities of first-level managers are relaxation (11%), business trips and meetings (11%), telephoning and emailing (11%), business negotiations (11%) preparation of projects including financial budgets (11%) and planning of work and the use of time (11%). These activities were mentioned by every first-level manager. This high range of main work activities might be caused by the delegation of top-
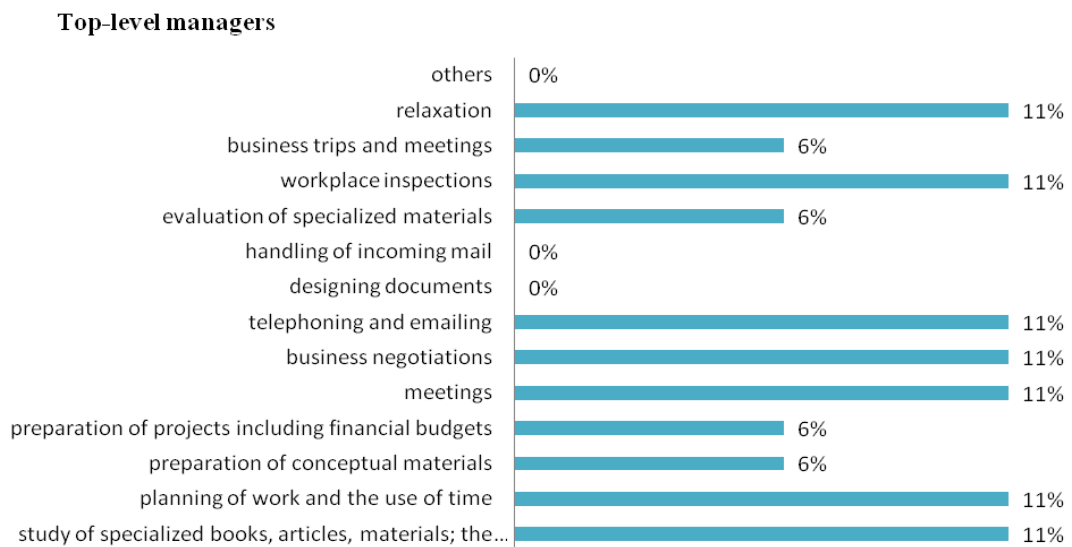
level and middle level managers' activities to the first-level managers but can be also explained as the main job duties of first-level managers. Other activities such as workplace inspections, designing documents, meetings and preparation of conceptual materials are of peripheral importance and were also mentioned in connection with delegation.

Middle-level managers

Activity	Percentage
others	5%
relaxation	8%
business trips and meetings	10%
workplace inspections	8%
evaluation of specialized materials	8%
handling of incoming mail	5%
designing documents	3%
telephoning and emailing	10%
business negotiations	10%
meetings	8%
preparation of projects including financial budgets	8%
preparation of conceptual materials	3%
planning of work and the use of time	8%
study of specialized books, articles, materials; the…	8%

Graph 14. Daily Work Activities (Middle-Level Managers)

As far as middle-level managers and their daily work activities are concerned, three activities, namely business trips and meetings (10%), telephoning and emailing (10%) and business negotiations (10%), predominates. As it was explained by middle-level managers these activities are crucial for their position in a company since they are responsible for dealing with clients. Other activities such as relaxation, workplace inspections, evaluation of specialized materials, meetings, preparation of projects including financial budgets, planning of work and the use of time and study of specialized books, articles, materials and the press and web pages monitoring are also essential for their work. All managers were also asked to add any additional activities they deal with every day. Middle-level managers were the only ones who took the chance and added brand building, dealing with clients and organization of constructions. These activities are specific for each middle-level manager since each of them has a slightly different duties.

Top-level managers

Activity	Value
others	0%
relaxation	11%
business trips and meetings	6%
workplace inspections	11%
evaluation of specialized materials	6%
handling of incoming mail	0%
designing documents	0%
telephoning and emailing	11%
business negotiations	11%
meetings	11%
preparation of projects including financial budgets	6%
preparation of conceptual materials	6%
planning of work and the use of time	11%
study of specialized books, articles, materials; the…	11%

Graph 15. Daily Work Activities (Top-Level Managers)

In comparison with first-level and middle-level managers the division of daily work activities of top-level managers are quite similar, nevertheless few differences can be found. The results showed in a graph 14 are very complex and indicate the amount of responsibilities that top-level managers have. Speaking about the results it is visible that top-level managers occupy higher managerial position and are connected with activities that are connected mostly with leading the company. To stress the main differences top-level managers, from all present levels of management, deal the most with workplace inspections (11%) and with the study of specialized books, articles, materials and furthermore with the press and web pages monitoring (11%). Regarding other differences in activities such as lower involvement in preparation of projects and conceptual materials it is possible that these activities are delegated to lower management positions as it is noticeable in graphs 12 and 13 where managers on middle and first level devote more time to preparation of these projects and materials.

To comment on similarities the telephoning and emailing and business negotiations were marked by every single manager and are therefore considered as a vital part of duties of all first-level, middle-level and top-level managers in Stavební firma Navláčil, s.r.o.

8.2.7 Division of Working Activities

As it was mentioned above the managers were also asked to divide the activities that were mentioned in chapter 8.2.6 to ones that are in their opinion the most important for their

position, the most time consuming and the activities they have not enough time for. This division accompanied with questions in chapters 8.2.6 and 8.2.5 will help to prove the hypothesis number 2.

The Most Important Activities
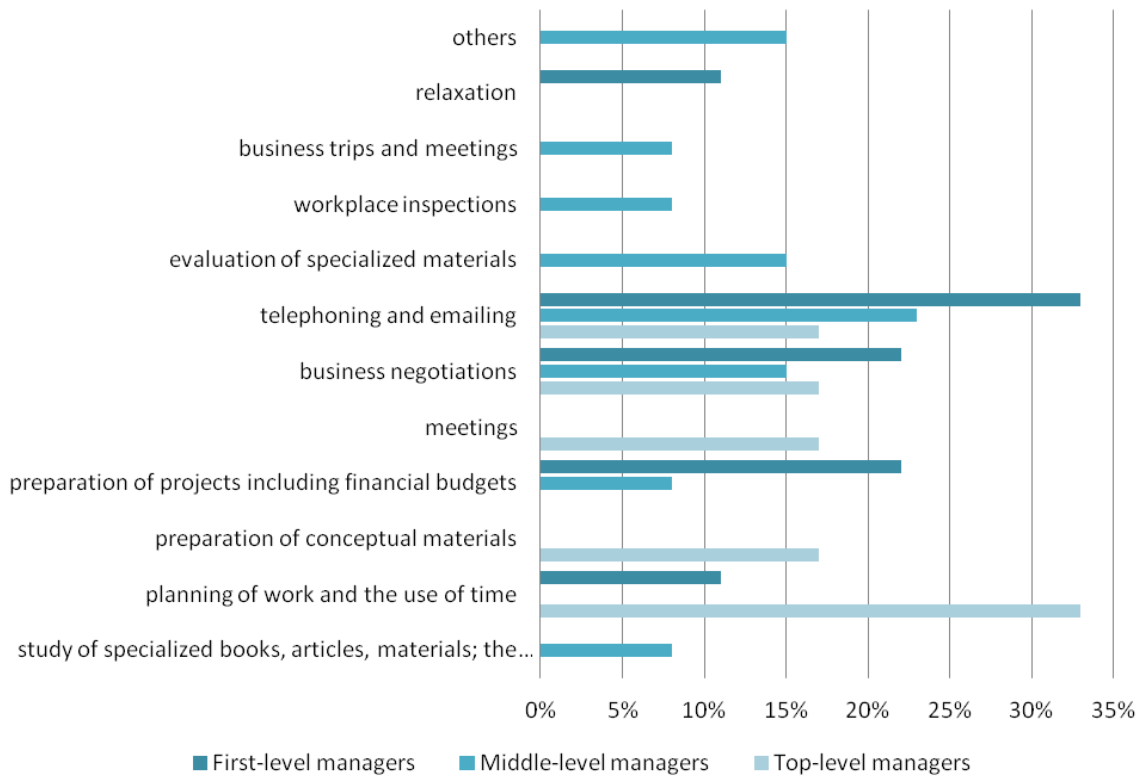
Graph 16. The Most Important Activities

The most important activity for first-level managers is telephoning and emailing (33%), secondly business negotiations (22%) and preparation of projects including financial budgets (22%), and thirdly relaxation (11%) and planning work and the use of time (11%). First-level managers were the only one who included relaxation (11%) as one of the most important activity. The rest of selected activities vary according to main job duties of every first-level manager.

As far as middle-level managers are concerned, the most important activity is according to them telephoning and emailing (23%) which is followed by business negotiations (15%), evaluation of specialized materials (15%) and others (15%) which include brand building, dealing with customers and organization of construction. Middle-

level managers also stated that the most important activities are furthermore studying of specialized books and articles (8%), business trips (8%) and workplace inspections (8%).

On the other hand the most important activity for top-level managers is the planning of work and the use of time (33%) which is followed by preparation of conceptual materials (17%), meetings (17%), business negotiations (17%) and telephoning and emailing (17%).

To sum up the differences and similarities first-level and middle-level managers agreed that the most important activities are telephoning and emailing followed by business negotiations. By contrast top-level managers state that their most important activity is planning of work and the use of time which is followed by meetings, business negotiations and telephoning and emailing.

Overall the most frequent answers were telephoning and emailing (73%), business negotiations (54%) and the planning of work and the use of time (44%). Although these activities were mentioned by managers on all levels the rest of answers differed from one level to another which may be caused by different work duties on every managerial level.
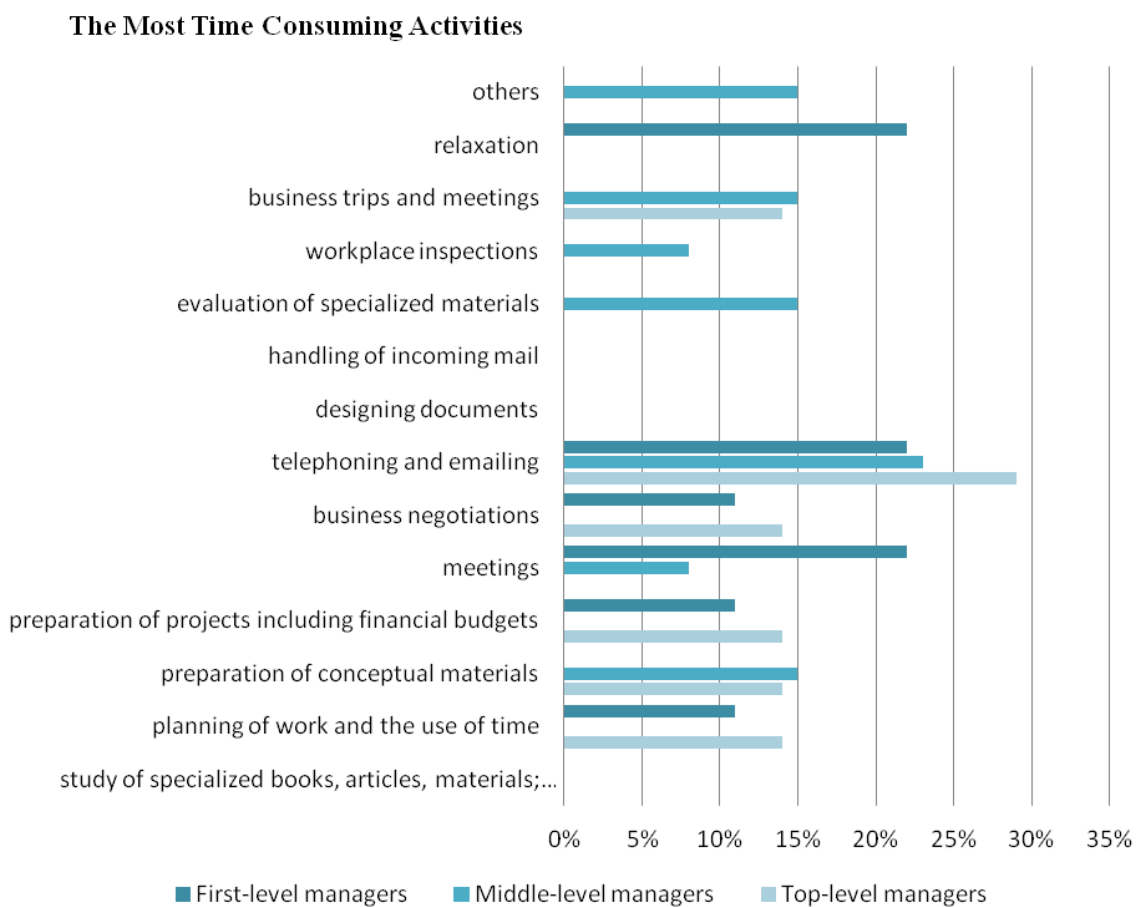
Graph 17. The Most Time Consuming Activities

The most time consuming activities are according to first-level managers telephoning and emailing (22%), meetings (22%) and relaxation (22%). These activities are accompanied by planning of work and the use of time (11%), preparation of projects including financial budgets (11%) and business negotiation (11%). All of these activities are connected with job duties with the exception of relaxation which may be result of procrastination and socialization with colleagues.

The middle-level managers noted that their most time consuming activities are firstly telephoning (23%), and secondly preparation of conceptual materials (15%), evaluation of specialized materials (15%), business trips and meetings (15%) and others (15%) including the same activities as in the graph 14, namely organization of constructions and brand building. The last mentioned time consuming activities were meetings (8%) and workplace inspections (8%).

Similarly to middle-level managers, top-level managers consider that the most time consuming activity is telephoning and emailing (29%). Other mentioned activities were planning of work and the use of time (14%), preparation of conceptual materials (14%), preparation of projects including budgets (14%) and business trips and meetings (14%).

The most frequently mentioned activities were telephoning and emailing (74%), meetings (30%), preparation of conceptual materials (29%) and business trips (29%). To compare the results, the telephoning and emailing was the most time consuming activity for managers on first, middle and top-level. As it was also the most important activity in a previous question it is possible to say that telephoning and emailing is the most important but also the most time consuming activity for every manager. Apart from that middle-level and top-level managers also agreed that the next time consuming activities are preparation of conceptual materials and business trips. On the other hand first-level managers stated that telephoning and emailing is in their case followed by meetings and relaxation. The rest of the results differed according to duties on each managerial level.

Activities There Is Not Enough Time For
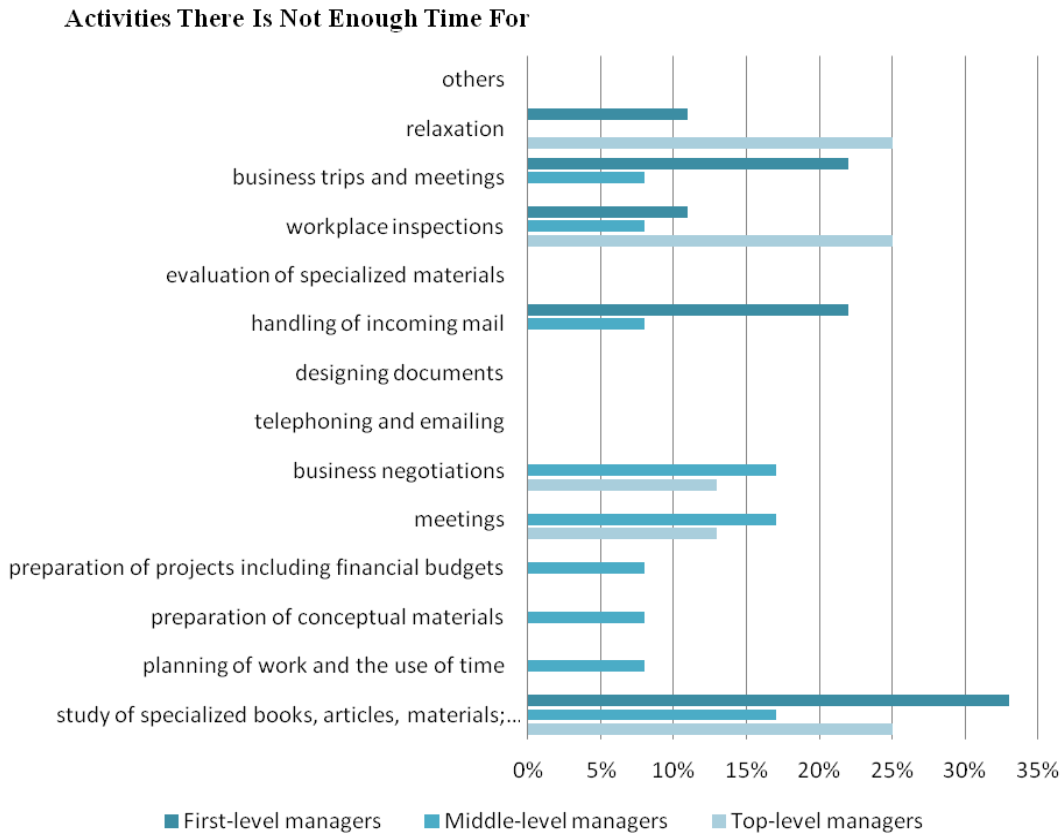
Graph 18. Activities There Is Not Enough Time For

Another part of the research was to ask managers on different levels of management to choose those activities they do not have enough time for. Fist-level managers think that they do not have enough time for studying of specialized books, articles, materials...(33%), next mentioned activities were handling of incoming mail (22%), business trips and meetings (22%), workplace inspections (11%) and surprisingly relaxation (11%). It is surprising that first-level managers included that they have a lack of time for relaxation because as it was mentioned in previous chapters relaxation is a part of their the planning model, also relaxation was stated as an activity that is performed every day, and it was considered to be one of the most important and most time consuming activity.

Middle-level managers stated that they have a lack of time for studying specialized books, articles, materials..(17%) as well as first-level managers, secondly they have a lack of time for meetings (17%) and business negotiation (17%) and finally they experience a lack of time for planning of work and the use of time (8%), preparation of projects including financial budgets (8%) and conceptual materials (8%), handling incoming post (8%), workplace inspections (8%) and business trips and meetings (8%). As some of these

activities were also mentioned in connection with the most time consuming activities it may be supposed that middle-level managers do not have time for these activities because they are too time consuming.
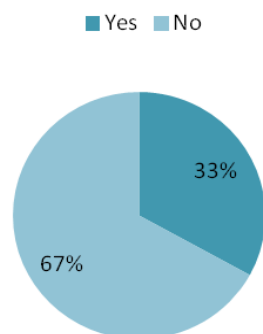
Comparing top-level managers they also do not have time for studying specialized books, articles and materials (25%) and furthermore workplace inspections (25%) and relaxation (25%). These activities were mentioned in a graph 14 as the activities that are performed every day but as it is visible in previous graphs they are not considered to be the most important or the most time consuming activities.

To summarize the results managers on every level do not have time for the study of specialized books, articles and materials. Other activities that were stated by every manager were workplace inspections, business trips, business negotiation and relaxation. In this case managers on first-level, middle-level and top-level shared the same opinion and therefore the result are almost the same.

8.2.8 Delegation of Tasks

In order to state another differences between time management of first-level, middle-level and top-level managers, the managers were asked if they delegate.

Graph 19. Do You Delegate?

(First-Level Managers)
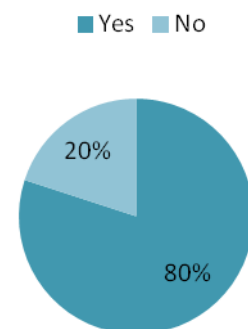
Graph 20. Do You Delegate?

(Middle-Level Managers)

Top-level managers

■ Yes ■ No

0%

100%
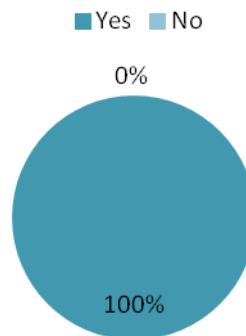
Graph 21. Do You Delegate? (Top-Level Managers)

The results from questionnaires of first-level managers showed that only one of first-level managers delegate (33%), the rest of first-level managers do not (67%). When asking further question such as why they do not delegate the first-level managers replied that they are usually the ones on whom the tasks are delegated and also that they do not have a direct subordinate they would be able to delegate on. The only first-level manager that does delegate did not state on whom but taking into consideration the structure of a company the first-level manager is probably delegating on colleagues.

Regarding middle-level managers the results showed that most of them delegate (80%) and only one middle-level manager does not (20%). The managers that use delegation explained that delegation is a difficult process in Navláčil stavební firma, s.r.o.. They specified that they can delegate certain tasks but with some tasks the delegation is impossible. These tasks are for example the ones that subordinates are not trained to perform or it would take a long time for subordinates to complete them and in this case the middle-level managers rather complete these tasks on their own and therefore save time. In Navláčil stavební firma, s.r.o. the tasks are not delegated only inside the company but are also delegated on outsourced specialists such as architects and project architects. In order to get all the necessary information the manager that does not delegate was also asked for explanation. He stated the same reason as the one described above, namely his subordinates are not trained to perform his duties.

To complete the survey the top-level managers were asked the same question. The results were not surprising, to be specific every top-level manager delegates (100%). In their case the main reason for using delegation was saving time.

To summarize the results the majority of first-level managers do not delegate because they do not have a direct subordinates. In the case of middle-level managers most of them delegate even though they are not able to delegate all the necessary tasks which is caused by the lack of subordinates' training. And as far as the top-level managers are concerned they delegate on daily basis and as they stated it is mainly for the purpose of saving time.
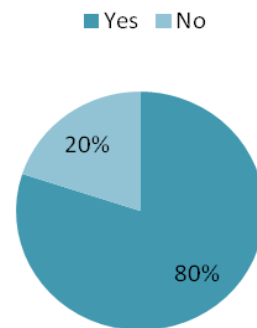
8.2.9 Procrastination

Regarding the hypothesis number 3 managers were asked if they postpone their tasks and duties.

First-level managers

Yes No

33%

67%

Middle-level managers

Yes No

20%

80%
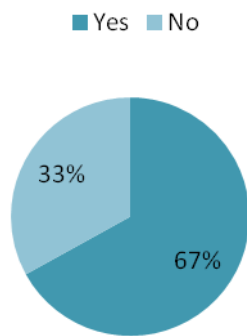
Graph 22. Do You Postpone Tasks and Duties? (First-Level Managers)

Graph 23. Do You Postpone Tasks and Duties? (Middle-Level Managers)

Top-level managers

Yes No

50%   50%
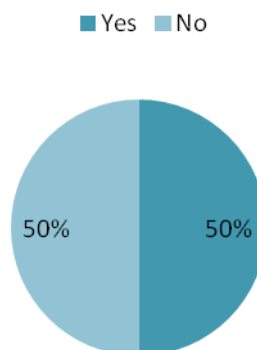
Graph 24. Do You Postpone Tasks and Duties? (Top-Level Managers)

Similarly to previous question 67% of first-level managers stated that they postpone their tasks and duties. Only one first-level manager 33% does not. The managers who postpone their tasks and duties were furthermore asked for a reason of this postponing. They explained that this postponing is caused by the bad time estimation. They plan to complete the tasks on time but are not able to meet their plan. The next reason is caused by the overly delegation from senior management due to which they do not manage to complete their own tasks which have to be postponed. The last reason they stated was procrastination, in other words they postpone these tasks because they do not want to complete the task at a certain time giving reasons that it seems boring and complicated.

Concerning middle-level managers their approach to postponing of tasks differs from the one that is explained by first-level managers. As graph 21 shows 80% of middle-level managers postpone the tasks and only 20% does not. Middle-level managers explained that their postponing is not caused by procrastination but by the excess of work duties and tasks. In order to manage all of their duties and perform a high quality work they need to prioritize the tasks according to their importance. While prioritizing the tasks that are not that urgent are moved to the background and therefore postponed.

As it was stated by the top-level managers 50% of them does not postpone, 50% does. The reason for postponing was similar to the reason of middle-level management. They have a large amount of work duties and in order to perform them on time they have to prioritize and fulfil the most important duties first. The less important duties are therefore postponed.

The reason why some managers do not postpone their tasks and duties and always perform everything on time might be rooted in their character and in the strength of their will.

To summarize and confirm hypothesis number 3 as the research showed the first-level managers are really the ones who are associated with procrastination. This hypothesis is supported by the results from a questionnaire and personal interview. To comment on middle-level and top-level managers, these managers do not postpone their tasks in order to procrastinate but in order to prioritize and fulfil the most important tasks first.

8.2.10 Time Traps

To comment on time traps and to prove hypothesis number 4 managers were asked to state which activities are holding them from work the most.
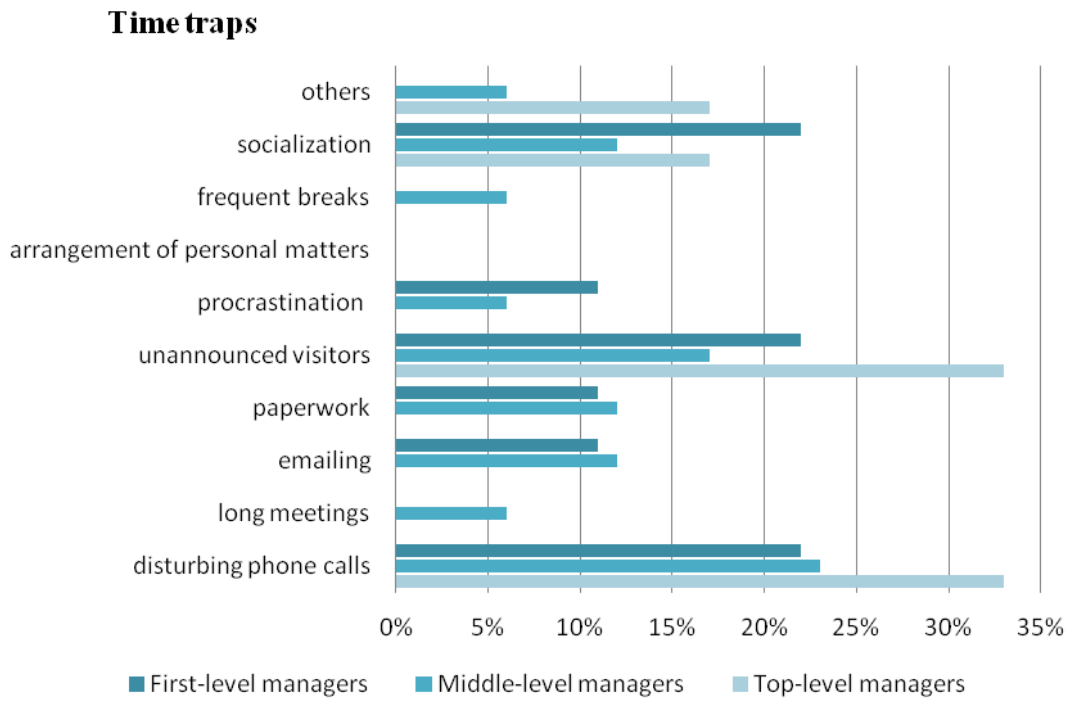
Time traps

Graph 25. What Time Traps Do You Experience?

Time traps experienced by first-level managers are unannounced visitors (22%), socialization (22%) and disturbing phone calls (22%). Other mentioned time consuming activities were paperwork (11%), emailing (11%) and procrastination (11%). The main time traps are probably caused by the position of first-level managers' office which is behind the entrance into the company and also by the type of office. Other time traps are caused by the work duties of first-level managers.

Middle-level managers experience very similar time traps, namely disturbing phone calls (23%), unannounced visitors (17%), emailing (12%), paperwork (12%) and socialization (12%). Defining the main cause of these time traps it is very similar to those that have first-level managers. The main cause is probably the type of office, which is an open office.

And finally the top-level managers' experiences with time traps does not differ as well, the most time consuming time traps are disturbing phone calls (33%), unannounced visitors

(33%), socialization (17%) and others (17%) which were furthermore described as the excess of duties.

Based on these results the most time consuming time traps were disturbing phone calls, socialization and unannounced visitors. First-level, middle-level and top-level managers experience almost the same time traps which are probably caused by the location and type of offices.

8.3   Research Summary

The main aim of this bachelor thesis was finding possible differences in managerial time management of managers at different levels of management followed by potential improvement proposal. This research was executed via questionnaires and personal interviews and was fulfilled by 10 managers of Navláčil stavební firma, s.r.o., namely 3 first-level managers, 5 middle-level managers and 2 top-level managers. Before the research was held 4 hypotheses were determined and the secondary objective of this research was to disprove or to support each hypothesis.

As far as the awareness of the term Time management is concerned the research showed that 9 managers are familiar with this term including top-level managers as it was stated in hypothesis number 1. The extent of this knowledge is however vague and further research would be needed in order to discover its extent. To comment on time management training it was also stated in the hypothesis number 1 that top-level managers are most likely to attend time management training because of their chief position. However this part of hypothesis was not supported because both top-level managers have never attended time management training. Surprisingly one first-level manager and middle-level manager have attended time management training and as it was explained by them it was during their studies at university.

Although the managers stated that they use time management tools and techniques the research showed that a majority of them still experience a lack of time. To compare the tools and techniques used by managers, first-level managers use rather simple tools, middle-managers use time management techniques and in contrast with fist-level and top-level managers they also use notebook diaries. Apart from the mentioned tools and techniques Navláčil stavební firma, s.r.o. also provides its employees with company planning and scheduling system which is most frequently used by top-level managers.

In order to prove hypothesis number 2 managers were asked to divide the model of planning which should determine the differences between the organization of working day. All three levels of management stated that they devote the most time to business trips and meetings and organizational activities. The other activities were different according to duties at each level of management. As far as daily activities are concerned all managers deal with telephoning and emailing, business negotiations and business trips. Apart from these first-level mangers stated that relaxation and preparing projects is also part of their work and top-level managers stated that other essential activities are also workplace inspections and studying of specialized books and materials. According to first-level and middle-level managers the most important activity is telephoning, on the other hand for top-level managers is the most important activity planning of work and the use of time. The most time consuming activity, telephoning and emailing, was agreed by all levels of management as well as the activity they have not enough time for, namely study of specialized books, articles and materials. To sum up these results the hypothesis was disproved.

As far as the delegation is concerned a lot of differences can be found. First-level managers usually do not delegate because they do not have a direct subordinate and are usually the ones on whom the tasks are delegated. On the other hand middle-level managers do delegate but not as much as they would like since there are some tasks that they cannot delegate because the subordinates are not trained to perform them. In contrasts with these two levels of management top-level managers delegate without any problems.

The hypothesis number 3 supposed that first-level managers are the ones who are associated with procrastination. Based on the performed research this hypothesis was supported. First-level mangers postpone certain tasks in order to finish the most important one first but they also procrastinate as they stated in a questionnaire. On the other hand middle and top level managers postpone tasks in order to prioritize.

The last hypothesis was concerned about time traps, specifically that managers on each managerial level experience different time traps. Based on performed research this hypothesis was disproved, all three levels of management agreed on the same time traps. The main reasons for these identical results may be the position and the same type of offices.

Although some hypotheses were not supported the overall purpose of this bachelor thesis was more successful. Based on the research it is possible to state that there are differences between managerial time management at different levels of management.

8.3.1 Hypotheses Verification

The hypothesis number 1, that top-level managers have higher awareness of the term time management, are most likely to attend time management training and use time management techniques, was disproved. Based on the performed research all three levels of management are aware of the term time management and they also use time management techniques. Therefore top-level managers do not have a higher awareness. Concerning the attendance on time management training 100% of top-level managers did not attend any.

The hypothesis number 2, that managers on different levels of management organize a working day differently and are concerned with different activities, was also disproved. All three levels of management have agreed on the most time consuming activity, the activity there is not enough time for and they also devote the most time to the same activities.

The hypothesis number 3, that first-level managers are more likely to procrastinate than managers on middle and top-level, was supported. The first level managers were the only one who mentioned procrastination while talking about postponing.

The hypothesis number 4, that managers on different levels of management might experience different time traps, was disproved. First-level, middle-level and top-level have the same time traps.

8.4 Potential Improvement Proposals for Managers of Stavební firma Navláčil, s.r.o.

Based on the executed research of managerial time management in Stavební firma Navláčil, s.r.o., the personal proposals of individual managers and based on the information in theoretical part of this bachelor thesis I would like to propose a few recommendations to improve the time management of first-level, middle-level and top-level managers.

As it was mentioned in the analytical part of this theses the managers of Stavební firma Navláčil, s.r.o. have a general awareness of the term time management but based on the executed research and its results I would recommend them to attend a time management training. Even thought they knew the term time management and some of them

subliminally used basic time management techniques I think that the attendance on time management training would be beneficial at least for top-level and middle-level managers who have, according to the research, more duties. I have compared the offers of training centres and taking into consideration the price of the course and the location I would recommend a company from Zlín that provides one day time management training for 2 990,- CZK thus the total amount for two top-level managers and five middle-level managers would be 20 930,- CZK.

During the personal interviews I have visited the company more than twice and I have noticed that the managers share an open spaces, have an open offices. I have seen 3 open offices where in each of them were at least 4 managers. Based on this discovery I was not surprised that relaxation and socialization with colleagues were mentioned many times in this research. For this reason I would recommend to divide these offices. This division would help not only with elimination of socialization and relaxation but also with elimination of disturbing elements such as loud phone calls, disturbing noises. Based on elimination of this disturbing elements a higher work performance of each manager may follow. If the company does not want to invest in division of each open office I would recommend to divide at least the open office of first-level managers.

The next recommendation is concerning top-level managers. During my visits in Navláčl stavební firma, s.r.o. I have also noticed that the departments I have visited had no secretaries. Therefore it was not a surprise to me when a top-level manager stated that he would like to have a personal assistant. This assistant would help him with organization, reminding important dates and events and the top-level managers would be able to delegate on this assistant certain tasks, such as telephoning and emailing, which are now delegated to middle-level and first-level managers. Because I do not know how much money would be the company willing to invest in such assistant I have come up with the idea to employ a student for a part time job. Employing a student would have many advantages such as lower costs, tax advantages and also testing this new position. Over more if the company employs a student it will provide the student with practical experiences, income but can also train and educate this student in order to offer him a full time job after his or her graduation. The calculated costs work on the assumption that the student would work in this company twice a week, 6 hours a day with the hourly earnings 70,- CZK. The total costs would be around 3 300,- CZK a month.

To summarize the recommendations I think that the most important one is to divide the open offices which will help to eliminate time traps and therefore to improve time management of every manager. This division will be beneficial not only for managers but also for the company itself. Next step would be hiring a part time student that would help to improve time management of top-level managers and would also prevent overly delegating on middle-level and first-level managers. And to complete this process I would recommend to send the managers on time management training that would help them with better organization of the use of time and they would also learn some useful techniques of time management.

CONCLUSION

As outlined in the introduction the main aim of this bachelor thesis is to find possible differences in managerial time management at the different levels of management in Navláčil stavební firma, s.r.o.. The analysis of these differences and the identification of its causes help understand the organizational behaviour of first-level, middle-level and top-level managers as well as identifying and eliminating managers' time traps.

Concerning the theoretical part of this bachelor thesis, I firstly describe the main approaches to time management and then, in brief, the development of time management. Secondly, I introduce four generations of time management and describe basic time management techniques including The Eisenhower Principle, ABC analysis, 80/20 principle as well as others. And finally I focus on external and internal time traps, defining the term management and the division of managerial levels.

As far as the analytical part is concerned I follow the knowledge gained from the theoretical part and introduce the company Navláčil stavební firma, s.r.o.. In addition I present the results from the research concerning the possible differences between managerial time management at the different levels of management where the research was concerned on the awareness of the term time management, the organization of a working day, the division of activities, delegation, procrastination and time traps.

Based on the results gained from the analytical part I furthermore propose possible improvements regarding time management for first-level, middle-level and top-level managers. In particular these proposals are aimed at eliminating disturbing elements, time management training and hiring a part-time employee as an assistant to a top-level manager.

I believe that the proposed improvements and the analysis of time management differences at different levels of managers will help the managers plan the use of their time more effectively and eliminate time traps and other imperfections.

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APPENDIX P I: ABBREVIATIONS

CSc.   Candidate of Sciences

CZK   Czech Crowns

Dr.   Doctor

etc.   Et cetera

Ing.   Master of Science

n.d.   No Date

RNDr   Doctor of Natural Sciences

s.r.o.   Limited Liability Company

APPENDIX P II: QUESTIONNAIRE

Managerial Time Management: A Czech Case Study

Daniela Humplíková

1. Do you know the term time management?   yes - no
2. Do you sometimes experience a lack of time?   yes - no
3. What do you think is the main cause of your lack of time?   ....

4. What time management tools and techniques do you use while planning the use of time?

Notebook diary	yes - no
Planning and scheduling system	yes - no
Timetable	yes - no
Daily/weakly plans	yes - no
Checklist	yes - no
To-do list	yes - no
Time management techniques	yes - no

(For example: ABC analysis,
The Elephant technique, The Eisenhower principle)

5. Have you ever been on time management training?   yes - no

6. Please divide and express as a percentage given activities according to how much time is devoted to each activity every day. (For example: education 20%, planning activities 25% with the total sum 100%)

Education	..............%
Planning activities	..............%
Organizational activities	..............%
Controlling activities	.... %
Business trips and meetings	..............%
Relaxation	.... %

7. Please mark out the activities that you deal with every day:

- o   study of specialized books, articles, materials; the press and web page monitoring
- o   planning of work and the use of time
- o   preparation of conceptual materials
- o   preparation of projects including financial budgets
- o   meetings
- o   business negotiations
- o   telephoning and emailing
- o   designing documents
- o   handling of an incoming mail
- o   evaluation of specialized materials
- o   workplace inspections
- o   business trips and meetings
- o   relaxation
- o   others...

8.   Please choose 3 of the previous activities that are the most important for your job
        ……………………………..
        ……………………………..
        ……………………………...

9.   Please choose 3 of the previous activities that are the most time consuming
        ………………………………..
        ………………………………
        ………………………………

10.   Please choose 3 of the previous activities that you do not have enough time for
        ………………………………
        ………………………………
        ………………………………

11.   Do you delegate?   yes - no
        b) If not, why? ………………………………………………………………

12.   Do you postpone your tasks and duties?   yes - no

        b) If yes, why?……………………………………………………………….

13.   Please choose 3 of the following time consuming activities that keep you from work?

        o   disturbing phone calls
        o   long meetings
        o   emailing
        o   paperwork
        o   unannounced visitors
        o   procrastination
        o   arrangement of personal matters
        o   frequent breaks
        o   socialization
        o   others ………………………………………………………………………………..

14.   What is your sex?   male - female

15.   What managerial level do you work at ?   first-level - middle-level - top-level