

Urban Governance and Development Management (UGDM)
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Lecture – 56
Time Management

Welcome to lecture 56, in this lecture, we are going to discuss time management. You know that in this last week we are discussing some useful tools and techniques which will help your performance at your personal level. We have discussed a decision making problem solving negotiation skills communication skills and today, we are going to discuss another very important aspect which influences your personal performance that is time management.

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Contents

- ❖ Why Time Management?
- ❖ Time Structuring – *classifying*
- ❖ Time Priority Matrix
- ❖ Practice and Follow-up

Under this lecture we will have a discussions on why time management is required the significance then how we can structure and classify the time. And then how we can make it time priority through a matrix and how we can practice and follow up about of the time management principles. Now you know that a time is a limited resource and it is same for each of us we all of us we have 24 hours' time in a day.

And therefore time is a limited resource and the use in a meaningful way of the time influences our productivity and also the outcome of our life and job. So, therefore time management and using time in a meaningful is very important.

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Need for Time Management

- ❖ Constant and limited resource ✓
- ❖ Complex and demanding job situations
- ❖ Work-Home balance ✓
- ❖ Nuclear family
- ❖ More expectation due faster communications

Therefore the first very important point what you should keep in your mind is the time is constant and it is a limited resource and it is not to be wasted. Then second very important phenomenon which makes the time management very much relevant in current context is that the complex and demanding job situation. The job situations what was there in the past and today's world due to growth of technology and communications.

The job situations have become much more complex the particular subject we are discussing in this course that urban governance. The subject of urban governance and administration it was not same 30 years back which we are talking and we are expecting from the urban managers in today's context. The expectation from the city managers in today's context is much more than what was there in earlier.

And therefore there are much more expectation many conflicting situation many involvement of the various types of jobs. And as result of that the complex and demanding job situations are making time management very much crucial and significant. Third is that the work home balance because your job situation is complex and demanding your time involvement with the home is becoming less and less.

And the moment it is becoming lesser your support group which is your family which is suffering and as a result of that at the end of the day you are also suffering because of the lack of time management and also you are stressed you cannot make a balance between work and home. Therefore it is very important to bring a balance to maintain a balance between work and home. And then slowly we are seeing that socially from a larger family.

Or a joint family we are going towards a nuclear family where in most of the cases the urban situation the parents are working in the office and children are a number of children or less maybe one or 2 and as a matter of fact the time is very much precious to them. Because after spending time to their office to the job situation and then family a very few amount of additional time or extra time is remaining for them to spend with the family or for the vacation.

So, nuclear family is also another very important pattern which makes time management very much crucial and more expectation due to faster communication. Nowadays we communicate through email through faxes through the various faster communication. Telephone is also there in earlier times we have seen that we use to communicate through telegram and other messages telephone was there.

But the expectation of the response in job situations were different. Nowadays we expect the response of official communication maybe within an hour or within few minutes. So, those kind of expectation which has enhanced or changed drastically in last few decades because of the faster communication especially the electronic communication. Nowadays we do not wait for the hardcopy of any official communications.

We always communicate through emails and the reaction time or response time has been much smaller than the earlier time. So, therefore all these factors make the time management very much crucial. So, now having said that I hope that that whatever I have said all of us we are experiencing that in everyday life. Now how you are going to distribute and use your time if I ask this question how you distribute your time of 24 hours.

In terms of your sleeping time, your family time, your office time or absolutely or personal time cannot make a statement or can you make a structure can you make a can you classify what kind of a time activity you have what you are using. So, that is what we are going to discuss that what could be ideal or the standard kind of time structuring.

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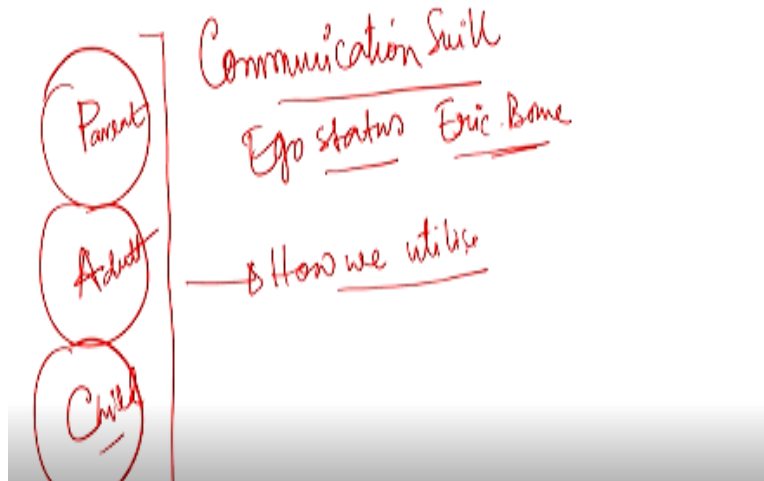
Components of Time management

- Identify your jobs and tasks
- Classify and structure | distribute |
- Prioritise →
- Follow up -

So, in the components of the time management first we identify the job and task. What kind of job and task are required at your office level or at the family or at your society? We try to classify and structure those activity so that based on the classification and structures we can distribute and when we distribute the activities as per the time we make them prioritized. So, priority setting is important and then we follow up and practice. So, this is broadly the stages of the time management principles.

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Classifying and structuring time



Now let us see what kind of classification and structuring and can be done. Now in some of the lecture we discussed communication skill and in the communication skill we discussed the concept of ego status by Eric Berne by the same author or same scholar another concept was given at regarding the time structuring. So, Eric Berne he told that all of us we communicate to 3 ego status as you know that we represent it through P A and C.

Which is basically the parent ego status adult and child and he saying that based on these how we utilize our time. It basically based on the exchange of intimacy and extend of the privateness. So, we start the introductions in this way lets us see some chart.

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Time Structuring

The six ways people structure their time between birth and death

Low level

- 1. Withdrawal**
No interaction with others.
- 2. Rituals**
A familiar social interaction.
- 3. Pastimes**
Talking but with no action.
- 4. Activity**
Directing energy towards an outcome.
- 5. Games**
A series of transactions with a psychological payoff.
- 6. Intimacy**
Expressing authentic feelings and wants without censoring.

High

Increasing level of risk and strokes

Handwritten notes:

- A) Complimentary
- X B) Crossed
- C) Utterance
- NO INTERACT
- NO OUTCOME
- transactions
- family

So, first is the withdrawal as per Eric Berne well basically we are no we are not interacting with others so if it basically it is basically no interaction. Second is the rituals where we make familiar social interactions like good wishes or making a shaking hands all these are social rituals. We do these rituals are different in different countries different geographical variations third is the pastimes which is talking but no action.

Sometimes we talk in telephone sometimes we spend time in social media sometimes we chat with each other. So, these are pastimes but definitely no action or outcome is there. So, basically in rituals and pastime there is no outcome in terms of job but basically we socialized through these rituals and pastimes and 4th is the activity where we direct our energy towards a definite outcome mostly whenever we work in the office.

Or we do something in our home we are involved we involve ourselves in this mode of activity and it takes a significant amount of time in everyday schedule. Fifth is the games is a psychological games which is basically a transaction earlier we discussed in this lecture of communication that transaction is 3 type one is complimentary I request you to recall complimentary base crossed and fees ulterior.

And we told that complimentary transactions are always useful and desired whereas cross transaction is not useful and desired. Ulterior transaction is also useful when it is used meaningfully and judiciously. So, based on this transaction when the transactions are done in a meaningful way in a positive way and in a psychological way he is telling that those are called a psychological games.

So, this games we play between our people in our family in our office so I am not going into much details about it but this is basically a level of intimate interactions and friendship what we do through this psychological interactions. Sixth is the intimacy which we where we spend our time with our family members and the people who are very much closer to us in a very intimate way.

So, this is also very important efforts where we spend our time. So, if you see the six categories of time structuring given by Eric Berne where basically activity this is the stage 4 which is basically the activity and the job situation where we spend most time Rituals and pastimes are basically the discussions and the no outcome where games and intimacy these are spent in the in the family matters mostly.

Right so based on this time structuring this is one way to see the time structuring. But truly speaking if I ask you that can you segregate your 24 hours' time into various types of segment definitely you are going to structure time in terms of the office transportation spending time with your children and spending time with your parents or spending time with her friends or traveling or on sleeping or spending time with yourself.

So, those kind of time structuring is also possible but definitely that has a definite interaction or relation with this kind of time structuring. So, this approach by doctor Eric Berne is aimed to classify the time structuring based on the intimacy level and the activity level. After that if I ask you that after making the time structuring how you prioritize the time or the activity. Now some of you will tell that okay I prioritize based on my urgency.

I prioritize based on my importance in terms of my promotions or any other official or professional upliftment like that. Now here in this context I would like to share another matrix which will definitely help you for prioritizing your time and activity.

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Time priority matrix

	URGENT	NOT URGENT.
IMPORTANT		
NOT IMPORTANT		

So, in this aspect this matrix 2 very important parameter is presented one is your urgent activity and not urgent activity. And another 2 influencer is your important activity which definitely matters to your life and not important activity American scholar Stephen Covey basically propose this kind of matrix where he tried to distribute the time and activity based on the urgent not urgent matrix and important not important matrix. Now urgent activity is those which comes without any longer notice which comes with the shorter notice.

But with a seemingly more requirement or more action in a shorter period of time that is urgency. Not urgent activities do not come to you as an urgent work but those are those may be important. At the same time important activities or those which definitely matters to you for your growth, personal growth, family growth and professional growth. Not important activities could be urgent.

But those are those do not really matter much in terms of your growth or your organizational growth or the family growth or the growth of your society. Now let us see this matrix in a better manner with an example.

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Time Management Matrix

	Urgent ✓	Not Urgent ✓
Important ✓	<p>Quadrant I</p> <ul style="list-style-type: none"> ✓ Crisis ✓ Pressing problems ✓ Deadline driven projects <p><i>Urgent - Important</i></p>	<p>Quadrant II</p> <ul style="list-style-type: none"> ✓ Relationship building ✓ Finding new opportunities ✓ Long-term planning ✓ Preventive activities ✓ Personal growth ✓ Recreation <p><i>NOT Urgent - Important</i></p>
Not Important ✓	<p>Quadrant III</p> <ul style="list-style-type: none"> • Interruptions ✓ • Emails, calls, meetings • Popular activities ✓ • Proximate, pressing matters <p><i>Not important - Urgent</i></p>	<p>Quadrant IV</p> <ul style="list-style-type: none"> • Trivia, busy work • Time wasters • Some calls and emails • Pleasant activities <p><i>Not Urgent - Not important</i></p>

So, in this you can see this example this is in this example we have divided based on the urgent not urgent important and not important parameters 4 quadrant in the quadrant 1 basically it is the urgent and important. Quadrant 2 is basically not urgent but important okay quadrant 3 it is not important but urgent and quadrant 4 it is at the same time not urgent and also not important.

Now if I ask you that which quadrant you will make you will prioritize like number one number 2 number 3 number 4. You can take a few couple of seconds and think about it some of you will tell that okay number of quadrant 1 which is basically urgent and important could be number my first priority. Some of you could tell that okay quadrant 2 is my first priority some of you could tell that quadrant 3 because it is very much urgent.

May not be important but very much urgent but see the examples like in quadrant 1 which is urgent and important. For example crisis situation ,pressing problems, deadline driven projects. In quadrant 2 basically this is not urgent but important which matters to your life relationship building, finding new opportunities, long-term planning ,preventive activities related to your health profession everything.

Personal growth in terms of knowledge in terms of your health everything and recreational your individual recreation and the family recreation. So, for these kinds of activities you do not get notice from your office. Definitely you have to plan for it in the quadrant 3 basically these are

not important but which comes to you as an urgency like interruptions due to emails, calls meetings etc.

Some popular activities and events proximate and pressing matters which comes to you as an urgency but which is really not important in. In quadrant 4 also some works which are neither urgent neither important like a very busy work keeping yourself busy without any actual what outcome. Sometime wasters like frequent calls or some visitors which can come and waste your time for the unnecessary discussion.

Some calls and emails and some other pleasant activities which does not have any final outcome. Now here the first priority should be given to the quadrant 2 basically which is not urgent. But so should be your first one which you should give priority and plan for it because ultimately the activities in the quadrant 2 which is going to give you the personal growth and the family growth.

And some significant amount of time should be used in every day on an average. There could be some days that you are busy with the crisis situation you were busy with some time wasters because of the urgent situation. But all those works should not make the quadrant 2 work as a second priority third priority in a continuous basis right. So, quadrant 2 is basically the first level of your priority which you should plan and do.

Then the quadrant 1 also you have to you have to do because these are necessities sometimes these are very much necessity in official work or familiar work so you have to do. Then if you have time sometimes because of the urgency even if it is not important you might have to do but do and or you can delegate and but it definitely you should avoid the quadrant 4 work which neither have urgency neither have an importance.

So, please keep these matrix which is very important in your mind. Before you segregate your time and allocate your time for the activities.

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Identify your Time quadrant

	URGENT	NOT URGENT
IMPORTANT	<p>Quadrant #1 "NECESSITY"</p> <p>Your Key Action: "MANAGE"</p> <p>Common Activities</p> <ul style="list-style-type: none"> - Crises - Deadline-driven activities - Medical emergencies - Other "true" emergencies - Pressing problems. - Last minute preparations 	<p>Quadrant #2 "QUALITY & PERSONAL LEADERSHIP"</p> <p>Your Key Action: "FOCUS"</p> <p>Common Activities</p> <ul style="list-style-type: none"> - Preparation and planning - Values clarification - Empowerment - Relationship-building - True recreation
NOT IMPORTANT	<p>Quadrant #3 "DECEPTION"</p> <p>Your Key Action: "USE CAUTION or AVOID"</p> <p>Common Activities</p> <ul style="list-style-type: none"> - Meeting other people's priorities and expectations - Frequent interruptions: - Most emails, some calls - Urgency masquerading as importance 	<p>Quadrant #4 "WASTE"</p> <p>Your Key Action: "AVOID"</p> <p>Common Activities</p> <ul style="list-style-type: none"> - Escapist activities - Mindless tv-watching - Busywork - Junk mail - Some emails - Some calls

Now these scholars know also they have given a very important names of this quadrant. So, quadrant 1 is basically necessity your key action will be to manage. So, here the key word is a necessity and manage the quadrant 2 is basically quality and personal relationship or the growth and here your action should be focused and plan. Quadrant 3 is basically deception which is not fruitful or not outcome based.

So, here your key actions should be use caution or avoid or delegate and quadrant 4 it is a waste of time. So, you should really avoid it absolutely you should avoid all this type of work.

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Time matrix for a City Manager

	<u>Urgent</u>	<u>NOT Urgent</u>
<u>Important</u>	<ul style="list-style-type: none"> • Mayor' /Chairpersons immediate tasks/job ✓ • Sending ministry's responses (UC, Report etc) • Sending funding agency's responses • Facing Crisis situations (Urban Flooding, Accidents etc) (I) 	<ul style="list-style-type: none"> • Making authentic project proposal • Documentations of practice and dissemination • Industry-Academia Interactions • Making Collaborations and Institutional relations • Professional and personal growth through refresher courses etc (II)
<u>NOT important</u>	<ul style="list-style-type: none"> • Excessive time spending in calls and emails • Some urgent paper works (III) 	<ul style="list-style-type: none"> • Attending unwanted calls for vendors and contractors (IV) • Discussion on politics • Spending work time on personal social medias • Unwanted suggestions and advise

Now I have made another matrix for the city manager the how what kind of jobs are important involved in the quadrant 1, quadrant 2 ,quadrant 3 and 4. So, in the quadrant 1 so in the quadrant 1 I have listed so quadrant 1 2 3 and 4 just have it look that in the quadrant once you might get some mayor chair persons immediate task and job which is important and urgent. Sending ministries responses like utilization certificate, some repo project report etc.

Some DPA has to be submitted some report to the funding agency has to be submitted these are urgent and important both. Sending funding agencies responses sometimes funding agency they ask for immediate responses within 1 day or within a few hours. Facing crisis situations like urban flooding accident these are important and urgent which will not come to you with a prior information.

At the same time not urgent activities or like making authentic project proposal you should not make a project proposal hurriedly. You should make project proposal and document with absolute care and attention because ultimately you are going to use public money. So, this is much more important second is the documentation of the practice and dissemination we rarely do it we do a project and after the finish of the project we just feature about another project.

And whenever in future we do another similar project we do not get any reference and this is a common practice but after the end of the project there should be some amount of documentation and dissemination. So, that we can learn from each other industry academia in the interaction is very important aspect which is much popular in western countries and slowly coming of in India. For urban governance and development if you see that those were working as a city manager.

In the urban local governments. Or other similar organizations you can also tie of with the industries which who are working in the urban sector academies who are working as a research institutions like IIT,NNIT.SPAs or any international agencies. That is a kind of an investment of time and effort which will give you a personal and organizational benefit for the long time. Then making collaborations and institutional relations.

Professional and personal growth through refresher courses and other trainings. NPTEL this modality of NPTEL course itself is a great opportunity for the professionals who are working or the academicians who are working which is not urgent. But you can do at your own time so therefore these are state of unknown origin quadrant 2 job which you should give real importance and spend significant time at least 5 to 6 hours of time every day.

Third that sometimes we spend excessive time in calls and emails and some urgent paper works could be there in the municipalities where you are working. Because some of the municipalities they follow the paper works and the hardcopy based approval procedures. So for them some urgent but not important tasks could be involved in the paperwork which you cannot avoid. But definitely you can delegate if you have the manpower.

The not urgent and not important activities are like a some attending unwanted calls from vendors contractor or any people because urban local bodies are basically a public institution peoples representatives are there. Lot of vendors a lot of public organizations people organisation community based organizations NGOs are involved. So, about unwanted calls which will not benefit your work or your project.

Then discussions on unnecessary on the politics because definitely some political executives will be there in the top of your organization. But you should avoid discussion on the politics in the office. These are all quadrant 4 job spending work time on personal social medias that is also time waster and unwanted traditions and advice also you should avoid which comes in the quadrant 4.

Now based on this I hope you got some idea that what are the priorities and how to segregate them and prioritize them. Then I just give a few tips how to practice and follow up so what you can do.

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Practice and follow up

- ❖ Maintain and diary → *time structuring & priority*
- ❖ Personal discipline
- ❖ Maintain a To-do list ✓ → *Activity based on - hourly/daily outcome/deliverables*
- ❖ Manage meetings and messages
- ❖ Reflect and revise
- ❖ Share and learn from experiences

You can maintain the priority and maintain a diary also for the time structuring and priority. Right then personal discipline is very important if you want to maintain your priority maintain a to do list for the official purpose. Whenever you were working definitely you can make a to do list but to do list to not include each and every activity what you are doing to do lists should involve your activity based on based on outcome or deliverable that is important.

Deliverables and you can make an hourly or daily list of activity whatever helps you or suitable for you we can try that. Then manage meetings and messages this is very important in official situation there are unnecessary meetings and very long meeting and the message and communication which take lot of time in quadrant 3 and quadrant 4. So, I will talk about this how to manage meetings and messages.

So, that it does not take your valuable time and causing you spending less time in your quadrant 2 which is important. The reflect and revise whatever you are doing you are maintaining a diary you are discussing with your friends. So, every day or every regular interval you reflect that are you following the quadrant 2 activity are you avoiding quadrant 4 activities are you delegating or avoiding quadrant 3 activity something like that.

And if required you revise your plan you revise your time structuring and priority. Now I tell you and also you can share and learn from the experiences everything you do not have to create from

this scratch or from the new. There are people who have experienced and who have done the similar work what do you have done. So, you should not be it should not be hesitating to learn from all this experienced person.

And whenever you share you have you get some you achieve some experience you share it with your team member and share it with your friends.

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Managing Meetings

- Take a lot of time
- Have an agenda that is distributed — *time*
- Have solid time frames — *specific*
- Get organized before the meeting
- Have a checklist of things that need to be done
- Have the right people present
- Control the agenda and the meeting
- Avoid unproductive meetings — *time*

Now I spent some tips that how we can manage meetings. Now in the manage meetings the meetings takes a lot of time now and meeting should have a specific agenda that is distributed as per the time. You should have a solid timeframe and a very specific timeframe so that you can take the take the preparation or also you can convey to the team members then get organized before the meeting.

I have seen that in the meetings people who are organizing or conducting the meeting they are not organized about the papers. So, when they have called people for the meeting in front of them during the running of the meeting they are organizing their paper they are sending that paper for photocopy they are asking for multiple copy. They are asking for some clarification this is not accepted.

So, whenever you conduct a meeting at your workplace you should be equipped with all the papers relevant orders, notification and the list of agendas in front of the team member who are attending the meeting. Because your time and the team members in both are precious have a checklist of things that need to be done in the meeting and if you conduct a meeting do not forget that you will speak less.

And the objective of the meeting is that a joint decision making where you let others to speak about some subject share their ideas so that you get more ideas and to a consistent consensus or joint decisions. So, in this regard I have seen that people who are organizing meeting they are speaking for 80% of the meeting time and 20% is distributed to team member it should be reversed.

He should speak about 10 to 20% and that others will speak about 80 to 90% and whenever they will speak something which is not relevant to the meeting agenda you have the power you have the authority to bring them on track. So, that the meeting agenda is maintained as per the time limit. So, that is how you can manage the meeting in a careful way in a meaningful way to manage the time.

Have the right people present so in the meeting if you see that the persons who are positive and who can definitely give the value of your time they are they are not present. Definitely you have to think about some alternative dates. So, try to get people in the meeting who are right who will give the value of your time the agenda. Control the agenda and the meeting definitely I have discussed this and avoid unproductive meetings and the time.

So, you have the authority to make the unproductive meetings and time from the unproductive to productive meetings.

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Managing Messages

- Phone/voice mail
 - Check messages first thing
 - Prioritize them for call backs or action
 - Get the most important ones done
 - Set aside specific times to return calls during the day
 - Screen calls
 - Do not answer every call on the office phone or the cell unless you have no way to screen them
- E-mail/faxes
 - Check messages early, and decide actions
 - Delete anything that is not a message
 - Unsubscribe from as many spam sites as you can—be careful
 - Do not copy everyone in a group
 - Talk to people when you can—avoid unnecessary e-mails

Now I also discussed something about how to manage the messages. Now in most of the days we receive lots of messages from voice from phone calls from emails everything. And we also respond to those now it takes a lot of time from everyday schedule. Now how to manage those now for the phone and voice call with definitely you have to check messages in the beginning. So, that you can prioritize and get the most important ones done.

Remaining you can take later on set aside specific times to return calls. Sometimes you can make some regular return calls in the evening especially those who are working in the urban local bodies and who has the public interface. Because people are coming you can make a kind of a specific time limit or time duration had people will be able to come. And make it clear in the citizens charter or the public media so that you also know that that time is given for the phone.

Ur the interaction with the people and the remaining time is your own official time like that. And we can screen other calls as I told them earlier that you can avoid the calls from the unwanted vendors or other people which does not have any outcome. Do not answer every call on office phone so yes definitely you should avoid all those kinds of phones. For email and faxes check messages early.

Especially I mean the preferably in the morning and decide the action if email needs any action you can reply you can. If you are supposed to make any supposed to send in a report definitely

up to instruct your team member to do that and inform the sender that yes we are doing the action something like that. So, whatever is the action you should respond to that early so that the other person in the other hand the sender are aware about the actions.

And in the beginning I told you that the expectation from the various agencies and people are much more and complex in today's job situation. Therefore your email communication should be very short and fast and faster. Delete anything that is not a message definitely there are many more promotional messages you should delete it. Unsubscribe also all those kinds of mails and do not copy everyone in a group.

Whoever is the relevant person for that particular email communication you should mark the email only to those persons only. I have seen that in official communication people sometimes mark unnecessarily to various people and bringing the complexity in official communication. Then sometimes you can talk with the people when email will not work suppose you are going to a meeting and some other person will accompany you and you were waiting for him.

Definitely you should make a call in instead of making it an email communication. So, those are few tips of which will basically give you some effective principal for managing phone calls and voice calls emails, faxes and also managing the meeting so with this I hope that you got some ideas to manage your time. So, you can use time efficiently.

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Use Time Efficiently

- Plan and stick to it ✓
- Be flexible ✓
- Make time for yourself—you have to
- Learn to juggle
- Ask for help
- Take advantage of “wasted time”
 - Return/make low priority phone calls
 - Dictate routine memos or correspondence
 - Sort and read mail
 - Scan magazines, less critical materials, journals, etc.
 - Build relationships with co-workers, clients, others

These are some kind of summarized check list so you can plan it and stick it to it be flexible you have to as I told earlier then make a plan and at regular interval you reflect and revise it. Make time for yourself it is very important that you keep time for yourself. Because keeping time yourself will not only revitalize you also give you some time to think and plan for your further time structuring and time management.

And learn to juggle between the time structuring from one sector to another sector and if you cannot do something always ask for help from the experienced person. I told you that always you have to ask from the experienced person because there are people who have done the similar job earlier with much more effectiveness and the wasted time should be avoided and you should take the advantage of wasted time so that you can convert wasted time to a productive time.

So, with this I would like to conclude today's discussion today let me summarize quickly today we discussed the time management. In the time management the first job is to identify the structuring the classification of the time how we classify or user time. Sometimes generally we classify our time in terms of the office, family, social friends et c. Doctor Eric Burne who provided the theory of transaction and analytics which we discussed in the communication skill.

He propagated that we structured time in terms of the intimacy and activity based on the withdrawal, based on the intimacy, activity, the rituals and the pastimes. So, based on that you

can divide your time for 24 hours and for giving the priority we have discussed the model of the time matrix given by Stephen Covey and in this matrix we have seen that there are 4 quadrant based on the urgency not urgency and important and not important.

And we have seen the quadrant 2 which is giving the important job but not urgent which is much more important for your growth and your personal growth and the official and the professional growth. So, after that we also discussed that what is the or time management she handled I management actions where you can reduce the time in the quadrant 3 and quadrant 4 and enhance time more on quadrant 2.

And also you have to do the quadrant 1 job and then we discuss some useful tips or the principles to manage the meetings and the manage the messages. So, that it can help you practical in your job situation to manage the time. So, my request will be that after the discussion if you have got some time you applied to apply to it and make a regular journal and documentation and after sometime you can revisit and then check and revise your time management principle instruction.

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Next LECTURE

57. Stress Management

Next day we are going to discuss stress management which is also linked with time management. In official level whenever we are working we generate a stress and because of the stresses our performance influenced. So, that is what we are going to discuss in the next lecture. So, with this I thank you very much for attending this lecture. Thank you.