

## THE ROLE OF TIME MANAGEMENT EFFICIENCY FOR THE PROFESSIONAL TRAINING OF YOUNG PEOPLE

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### Abstract:

*This paper aims to determine the factors that can influence the development of a young person in the field in which they study and the influence of time management on career development. The first part of the paper presents the definition of the concepts of time management and a series of methods used for the efficient use of time, and in the second part of the paper is presented the whole managerial process that is carried out by a person from the moment he finishes his studies and until he / she finishes his / her university studies or becomes the employee of an enterprise. The last part of the study is presented with the case study, which is divided into two categories. A questionnaire was applied in the first part of the case study, and an experiment was described in the second part of the study. In the last part of the paper, based on the case study explained above, an econometric model was developed.*

**Keywords:** time management, young people, professional training, performance

**JEL:** M12, M54

### 1. INTRODUCTION

*"The bad news is that time flies. The good news is that you are the pilot." (Michael Altshuler)*

Vocational training begins from primary classes, when principles are introduced into a child's thinking and during a lifetime, they will be followed. Then in adolescence, they begin to form an idiom in terms of the professional future. There was a period between 1990 and 2005 when university studies were not as attractive to young people, so they chose to leave the country or to hire. After this period, university studies become the goal of each high school graduate, fact that this will lead to the improvement of the living conditions of both the person concerned and the population within the country.

There have been several campaigns to promote tertiary education, and many organizations have been set up for training. For example, a media trust has set up an organization to form future generations of television journalists, this being called Intact Media Academy, but there are also examples in other areas. The values promoted under this program are: excellence, enthusiasm, success and competitiveness. Also, an institution with a strong impact on the Romanian economy, the National Bank of Romania, supports the vocational training of young people and gives them the opportunity to form and to practice as economists within the institution.

The Romanian labor force has started to descend a downward trend due to its very low birth rate compared to the years 1965 and 1989, when a very high birth rate was registered, representing a future labor force. Because of this very controversial period, natality reaches high levels, and at this time most of the population born at that time becoming today's employees, but with a fairly advanced age, are no longer

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very receptive to changes in the labor market. Much of the communist-born population did not want to continue their studies and chose to learn a job that would generate enough income to have a decent living, which can be noticed through company studies. The vocational training during the communist period was largely practical, with emphasis being placed on the practical skills of the employee for the position he occupies.

Today, in the context of multitasking in companies, one of the main problems identified among employees is the lack of time, or rather, the inability to manage it effectively, to achieve positive results at all levels and for a sustainable professional development and correct. The main objective of the paper, thus, is to identify the role that a proper management of time, at different points of life, over a longer period of time, has on building a positive career path of individual career, respectively general performance. The secondary objectives of the paper are:

**OS1** - determination of the role of time management (still under the acronym MT) in the activity of individuals during the studies;

**OS2** - determination of MT role in the activity of individuals after graduation;

**OS3** - determining the long-term effects of MT strategies applied by an individual.

The research methodology included:

1. Study of specialized scientific, Romanian and international scientific literature: books, articles.

2. Content analysis of specialized reports on the birth rate between 1965 and 1989 and the evolution of university studies over time.

3. Application study, consisting of:

- a survey based on a questionnaire to determine the role of time management over young people's professional training.

- Acting an experiment on students to determine the effects of time management on professional training and direct results.

- Establishing the variables underlying the development of a future employee;

- Identifying the causal links between the factors mentioned in the study.

## **2. THE ORIGIN AND DEFINITION OF TIME AS A NOTION**

In Greek mythology, time is symbolized by Cronos, the son of Uranus (Heaven) and Gaia (Earth). Cronos's reign was known as the "Golden Age," during which people lived without greed, violence, labor and laws, but the ruler was destined to be deposed by one of his children. Because of this, he swallowed his newborn babies, but his wife, Rhea, was not comfortable with the thought of losing their children. With the help of Gaia, he will save him from Zeus, wrapping a stone in the baby's clothes that will be swallowed by Cronos. Zeus was taken to Crete, in a cave, where he would be nursed and raised by a divine goat, Amaltheia. Many years later, Zeus decides to return to the shores of his father, where, with the help of Gaia, he obliges Cronos to revive the five children. Zeus led a revolt against his father for ten years, after which he defeated him by exiling him, ending his tyranny (Mitru, 2000).

"The culture of time means to obey time and activities, not to be subject to time and activities." (L. Zaivert). Paul R. Godin defines time management as a personal process by which to program, anticipate, and how to react in a planned, predictive, effective, and effective manner. Time management refers in particular to a set of systems, techniques, skills, practices and principles used to determine how people can control the amount of time spent in order to be able to perform all planned activities with maximum efficiency. Time can also be considered as a factor that

generates stress, tension, leading to a number of health problems, avoiding these unpleasant events being accomplished with the help of self-discipline that each person can create.

Everyone can become their own manager and can avoid "time traps" by using time planning techniques such as:

1. Setting goals
2. Establishing harmony between person and object
3. Establish the areas in which they must act
4. The formulation of the strategy that will follow
5. Establish priorities or order in which tasks will be performed.

Task priority can be set by "ABC Analysis," which is a technique that can help a person implement an efficient time management by tailoring tasks with a high degree of importance as follows:

- Planning 1-2 "A" tasks per day that will last about 3 hours;
- Targeting 2-3 "B" daily tasks that will last about an hour;
- Time allocation for C-type tasks approximately 45 minutes.

Another method of planning activities and obtaining an efficient time management that can be used is the FORTE method. This method involves:

- Forming a hierarchy of activities to be accomplished;
- Observing and appreciating the time needed to carry out the proposed goal;
- Reserve time for unexpected events;
- Prioritization;
- Evaluation of the level at which the intended tasks were performed.

### **3. TIME MANAGEMENT AS A FACTOR OF INFLUENCE IN THE DEVELOPMENT OF A PROFESSIONAL CAREER**

At an individual level, a person's career can be viewed from a management perspective as being an investment project, depending on investments, information, and which determines a certain level of feasibility. In order to select the most feasible option, depending on the rational, timely and effective nature, an evaluation plan can be determined to be addressed in the form of a continuous process, including periodic reevaluations, while offering the possibility of renunciation. The approach to evaluating a career management project can be structured in three stages (Ciurea, 2013):

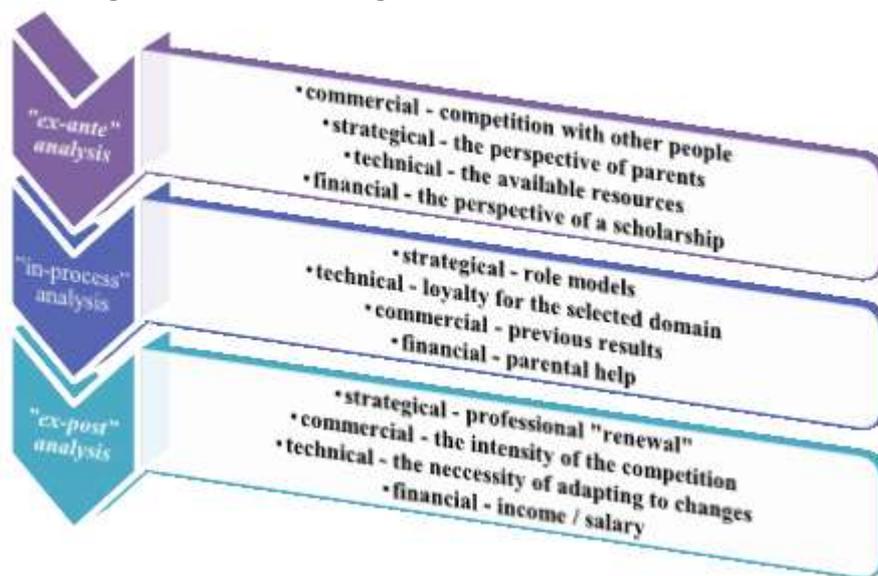
1. *Evaluation during the elaboration of the variants of the career management project;*
2. *Evaluation during project implementation;*
3. *End of project evaluation.*

In the first stage of drafting project proposals, the evaluation has the role of helping to select possible variants by determining the necessary volume of resources and effort, while appreciating the estimated efficiency for each of the variants. By discussing at a general level the career path in this phase would correspond to the early stages of life (the first 20 years) when the decision as a managerial process is delegated to a hierarchically superior level. The "ex-ante" analysis in this situation is oriented towards the studies of an individual, the main decenterers from this point of view being also the main investors, ie the parents.

In the second stage, which coincides with the project management stage, we take into account the role of the assessment to determine the potential effectiveness of

the project. In-process evaluation thus corresponds to an in-depth training level, it also allows continuous updating of information and context-based adaptation. This stage coincides in our view with the tertiary level of education, when the decision belongs to the main beneficiary, individually, but also according to the conjuncture, his person, other factors, the main sponsors belonging to the family.

The third step ("ex-post") is to evaluate the effects of project implementation, its timeliness and resource consumption, estimating possible restrictions, costs, and system approach. This last step can be carried out by the individual only after the completion of various life and career stages, taking into account the feasibility assessment through elements of strategic, commercial, technical and financial nature.



**Figure 1.** Analyzing the evaluation of the time management effectiveness  
(Source: Author, based on information from Ciurea J.,2013)

The behavior of a person will always be based on the principles infused from childhood by parents and will always have these principles in their subconscious. Based on previous information, the natural stages of life are described. The stages that form an employee during the three major stages are analyzed using four categories of financial, technical, commercial and strategic factors. It is said that the student is a beautiful part of a man's life, as it is, with good and evil, but it is the moment when you discover new horizons, passions, people, you get to know yourself better and you have some situations increasingly different from one day to the next. The result of these events will be seen after leaving the faculty banks and you want to show off what you have learned during the years of study and prove that you deserve where you are at the time.

#### **4.4. CASE STUDY ON THE EFFICIENCY OF PERSONAL TIME MANAGEMENT AND THE IMPACT ON PRESENT AND FUTURE INDIVIDUAL PERFORMANCE**

##### **4.1. Study on student attitudes about the relationship between time management and performance in work - "In process" analysis**

###### **4.1.1. Presentation of the overall framework and the assumptions of the study**

In order to determine students' attitudes about the relationship between time management and individual performance, we conducted a baseline survey based on a

questionnaire. It was applied through individual interaction through the interview technique. The respondents were 118 people, aged 20 to 45, both men and women, university-year students in the study programs: Marketing, Economy of Commerce, Tourism and Services, Accounting and Computer Science Management - at bachelor level, namely Marketing and Business Communication, Business Administration, Accountancy Expertise and Firm Evaluation - at master level. This questionnaire comprised 10 content questions with a complex structure, both closed - with simple answers and scaling. In three of these, respondents used Likert score of 1 to 5, expressing the level of agreement with the statement. The other questions involved giving a score of 1 to 10 for each of the criteria, and for the other questions the respondents had to choose one answer. At the end of the thing 6 identification questions were asked to determine the age, sex, year / level of study, specialization, respectively status on the labor market of those who participated in this case study.

The hypotheses from which we started are the following:

H\_1: There is a wide variety of factors that determine the efficiency of managing a student's individual time.

H\_2: The results obtained in the individual activity are directly proportional to the level of effort deployed by an individual.

H\_3: Career development perspectives are based on the behavior of an individual along a whole training cycle.

#### 4.1.2. Working methodology and results of the survey applied by questionnaire

Questions in the applied questionnaire can be divided into three categories: some of them give simple interpretation (recalled in 4.1.3.), Others have calculated an average score for each of the criteria and the last category of questions refers to the scaled ones, where the respondents gave scores. For the latter, interpretation is performed statistically to verify the level of homogeneity of responses. In accordance with the answers and in order to determine the representativeness of the obtained results, the coefficient of variation was determined for each of the criteria subject to observation. In order to be able to express conclusions based on the results of the study, the following variation indicators were used: weighted arithmetic mean, dispersion, standard deviation and coefficient of variation (Corneanu-Lipou, 2017) as follows:

**Table 1** Indicator computation formulas

$\sigma^2 = \frac{\sum_{i=1}^k (x_i - \bar{x})^2 * n_i}{n} \quad (1)$	$\sigma = \sqrt{\frac{\sum_{i=1}^k (x_i - \bar{x})^2 * n_i}{n}} = \sqrt{\sigma^2} \quad (2)$	$v = \frac{\sigma}{\bar{x}} * 100 \quad (3)$
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(source: designed by the author, based on information from Ciurea J, Statistics - Theory and Applications, 2006, Șipos C, Preda C, Economic Statistics, 2004)

Values that the coefficient of variation can take are indicated differently in the literature. It can record values between 0 and 100%, with the following interpretations (Șipos, Preda, 2004):

**Table 2**

v ∈ [0%;35%]	v ∈ (35%;50%]	v ∈ (50%;100%]
the series is homogeneous, representative, edifying, and the average usable	series is relatively homogeneous, relatively unrepresentative, relatively unnecessary, and the media is relatively unusable	The series is heterogeneous, unrepresentative, needing, and unusable

(source: designed by author, based on information in Ciurea J, 2006, Șipos C, Preda C, 2004)

In order to evaluate students' perceptions as to the characterization of the session period, there were listed some attributes that they rated with grades 1 to 5, according to the Likert scale, expressing the level of agreement / disagreement. Based on the results, the above statistical indicators were determined individually for each specialization and for each attribute. Depending on the study programs to which they are enrolled, the following values for the coefficient of variation indicator are displayed, interpreted according to the above table:

ECTS	Stressful 29,88%	Tiring 35,12%	Applicant 38,12%	Relaxing 46,51%	usual 47,89%
CIG	Tiring 32,55%	Applicant 39,02%	Stressful 39,02%	Relaxing 52,29%	Usual 57,63%
MK	Applicant 18,91%	Tiring 41,35%	Stressful 46,9%	Relaxing 53,43%	Usual 62,86%
ECEF	Applicant 25,39%	Stressful 29,04%	Tiring 34,21%	Relaxing 48,07%	Usual 60,51%
AATCS	Applicant 28,57%	Tiring 30,13%	Stressful 33,84%	Usual 45,3%	Relaxing 56,87%
MCA	Applicant 28,15%	Tiring 33,94%	Usual 50,22%	Stressful 51,62%	Relaxing 54,65%

**Figure 3.** Characterization of the session, made by students  
 (Source: Author's own design based on the results of the study)

All the specializations in the final years, both the master and the graduates, expressed their different opinions about the session period. Those from the Marketing and Master specializations are of the opinion that the session is demanding, this criterion having homogeneous values ranging from 18.91% to 32.55%, followed by opinions that it is a tiring period, this attribute having also homogeneous values. It seems that no study program considers the session to be a relaxing period, registering a relatively homogeneous value in the case of Accounting and Accounting for Accounting and Accounting Expertize and Firm Evaluation, with scores of 46.51% and 48.07% , which indicates a lower level of representativeness, and for the other specializations, values with an average heterogeneity were found, ranging from 52.29% to 62.86%.

Students consider the session to be demanding, stressful and tiring, because they need to accumulate a significant amount of information in a relatively short time, and the exam interval is not very long, although the minimum is 3 days away. Many students do not study enough during the year for the session to be less loaded than during the year. The factor that influenced most of the current students in university studies was the prospect of professional development, very few of them possessed knowledge in the field that they have chosen and wanted to accumulate new information or to deepen what has been held so far.

Before becoming students, they received a series of information about the university environment and the way in which the activities were carried out, in this case the highest score was registered by the activity criterion during the whole semester, the attendance of the classes and the seminar for to obtain the best marks, the coefficient of variation recording values between 8.37% and 9.03%, therefore a high degree of representativeness. When students were questioned about how they would describe their student lives, those in the Bachelor's degree programs claim that student life is full of fun and entertainment, that is, those from all study programs at The Master asserts that this life is demanding and interesting. This different

perspective can be based on the fact that those from the Master work in the field they have chosen and after the work program they have to take part in the classes or the seminar, which will require them very much and the interesting part is that I can see the connection between theoretical and practical, implementing the accumulated theoretical knowledge.

Most students state that the time they spend in the individual study session to gather the information needed to pass a future exam is three days. Participation in projects within the faculty is usually only the ones that raise students' interest or if seminar work requires this.

## 4.2. Individual experimental study on time management

### 4.2.1. Presentation of the overall framework and the assumptions of the study

During the period 03.02.2018 - 11.03.2018 an experiment was carried out on four persons, students in final years (3 persons), respectively the first year master (one person). The experiment aims at analyzing over a three-week period time management behavior at the individual level, completing a triple centralized table daily, with the number of hours allocated to specific activities. For comparison, three time intervals were considered: a weekly session (03.02.2018-09.02.2018), a holiday week (10.02.2018-16.02.2018), and a regular week of studies - what was the second week of studies in the second semester (05.03.2018-11.03.2018). The activities taken into account were: sleep duration, relaxation on TV and computer, exits with friends, study / learning and other activities. Each person gave a daily number of hours to each activity, the total being 24 hours.

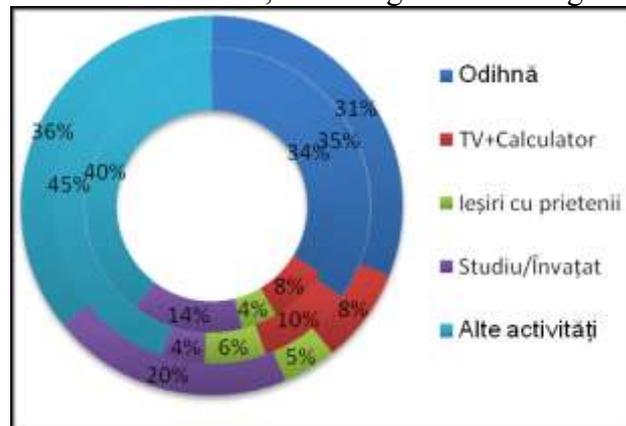
The hypotheses from which we started are the following:

H<sub>1</sub>: During the session, the number of hours allocated to habitual relaxation is replaced by the hours used to gather the information needed to get the best results.

H<sub>2</sub>: There is a great difference in how to use time on holiday, when the individual study will be given much less hours than during the session or the academic year.

### 4.2.2. Working methodology and results

Based on the results of the experiment, centralized in the three individual tables (one for each analysis week), the arithmetic mean was determined according to the formula in 4.1.2, obtaining the following centralization:



**Fig.4** - Centralization of hours allocated to various activities. (Source: author calculations)

It can be very easily observed that the number of hours fluctuates from one week to the next, during the rest session, it becomes an important factor, generating our strength and the fact that students can concentrate much better in order to gather information. In terms of relaxation, students seem to manage their time effectively, in order to have time and relaxation, they record a clue in the week they are on vacation. Many will say that the study during the session is more intense, but it seems that the experiment shows that they will study more during the semester.

### 4.3 Conclusions of the study

The objective of the case study is to determine the number of hours allocated to various activities, and in order to see exactly how a student manages his / her time, an experiment was conducted, in which discrete time intervals were chosen. In a week during the semester, students claim to allocate the individual study between 5.37 and 9.96 hours (averages calculated as the average of all 118 respondents' answers), and during the session the number of hours will increase significantly, the average of specializations ranging from 6.87 to 19.61 hours / week.

It seems that individual study is very common among students, as can be seen from the case study and the experiment, the emphasis is on the study, which will shape as future the employees with extensive knowledge in the field where they will activate. The training of young people for the labor market is not based on the study but also on the practical skills they have and can accumulate within the company they work in. Vocational training is influenced by multiple factors, but also by the willingness and desire of the person concerned. The labor market requires people prepared to cope with any confrontations and who want to develop constantly, being also a rather unstable environment, taking into account the current economy of the country, thus influencing the development of existing businesses, as well as those in the state of project. Into the in the curriculum of the Bachelor's degree programs, their program is much lighter, because there are many who are not employed, but only study, after studying to find a job and, thanks to free hours, also have relaxation , which are needed to detach themselves from the negative energies they accumulate during the day, no matter where.

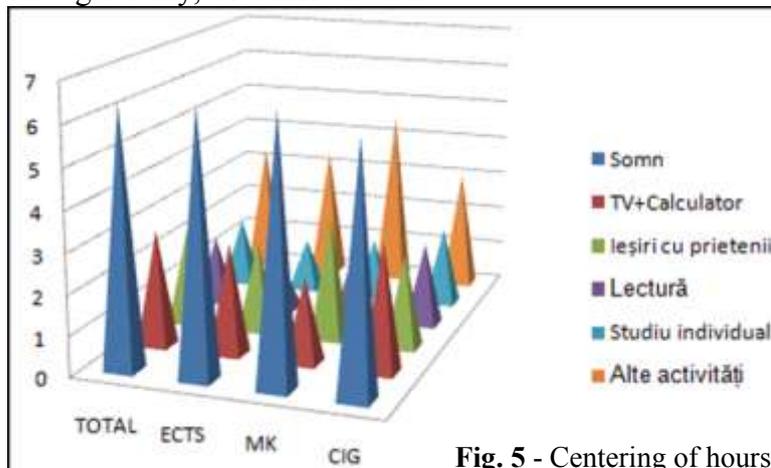


Fig. 5 - Centering of hours allocated to various activities

Most students are between the ages of 20 and 27. Due to age, they have a different perception of life and time management. Since graduating high school, young people have direct contact with life and the decisions they have to make, taking responsibility for each decision taken so that they can be satisfied with the choice they have made.

In principle, Master students are much more mature and more compliant than those of the Bachelor, they already have another perspective on life and study, although it is a much more busy period.

From the study carried out, the higher share is registered by other activities, due to the fact that they have jobs and spend much of their time there, and the outings with friends have not registered such a bigger share as in the case of bachelor students.

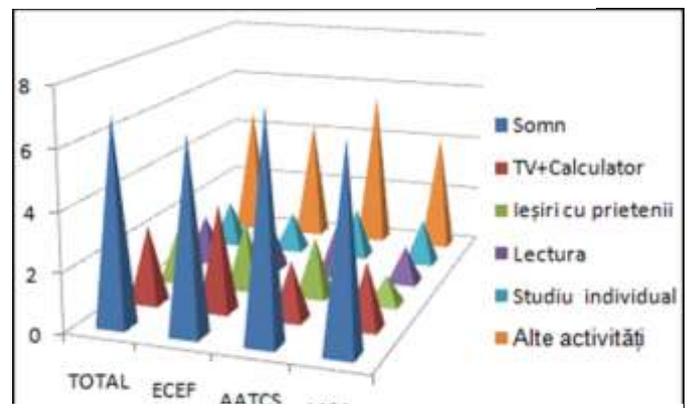


Fig. 6 - Hours allocated to various activities. (Source: author calculations)

On the basis of the actual information gathered from the respondents by the questionnaire survey explained above (4.1) and based on the experiment (4.2), we find that the professional development can be transposed by a linear regression model of statistical dependence:

$$Y=f(y_1,y_2,y_3,y_4)+\varepsilon \quad (4)$$

where:

- $y_1$ -factor of influence for rest
- $y_2$ -factor of influence for mood
- $y_3$ -factor of influence for study
- $y_4$ -various factors
- $\varepsilon$ - random error

We consider that there are complex links between economic and social phenomena that can be expressed using the multiple regression equation specified above, where  $y_1, y_2, y_3, y_4$  are independent characteristics, and  $\varepsilon$  is a residual variable. We will explain the model using the following linear multifactor regression model:

$$Y=\alpha_0+\sum_{i=1}^n(\omega_i * y_i)+\varepsilon \quad (5)$$

$$Y=\alpha_0+\alpha_i \times y_1+\beta_i \times y_2+\delta_i \times y_3+\varphi_i \times y_4+\varepsilon \quad (6)$$

We identify a set of variables that can influence professional development, as follows:

**Table 3** Variables that can influence time management and professional development

<i>Rest</i>		<i>Mood</i>		<i>Study</i>		<i>Various</i>	
$\alpha_1$	<i>Negative emotions</i>	$\beta_1$	<i>Living decoration</i>	$\delta_1$	<i>Motivation</i>	$\varphi_1$	<i>Social factors</i>
$\alpha_2$	<i>Psychological discomfort</i>	$\beta_2$	<i>Work placement</i>	$\delta_2$	<i>Intellectual capacity</i>	$\varphi_2$	<i>Economic factors</i>
$\alpha_3$	<i>Environmental factors</i>	$\beta_3$	<i>Food</i>	$\delta_3$	<i>Will</i>	$\varphi_3$	<i>Political factors</i>
$\alpha_4$	<i>Lifestyle</i>	$\beta_4$	<i>Antourage</i>	$\delta_4$	<i>Type of attention</i>	$\varphi_4$	<i>Psychological factors</i>
$\alpha_5$	<i>Health Problems</i>	$\beta_5$	<i>Level of Sedentarism</i>	$\delta_5$	<i>Type of Memory</i>	$\varphi_5$	<i>Cultural Factors</i>

(Source: Author's own conception)

The regression equation becomes:

$$y=\alpha_0+(\alpha_1+\alpha_2+\alpha_3+\alpha_4+\alpha_5)\times y_1+(\beta_1+\beta_2)\times y_2+(\delta_1+\delta_2+\delta_3)\times y_3+(\varphi_1+\varphi_2+\varphi_3+\varphi_4)\times y_4+\varepsilon \quad (6)$$

Where:

$\alpha_0$ - expresses a coefficient representing the information of factors not included in the model, with constant action

$\alpha, \beta, \delta, \varphi_i, i = \overline{1,4}$ - multiple regression coefficients

## GENERAL CONCLUSIONS, STUDY BOUNDARIES, AND FUTURE RESEARCH DIRECTIONS

Time management is an issue that has become increasingly important for both individuals and businesses over the past few years. Everyday activities can not be accomplished at the same pace as a few decades ago, because mankind has evolved from all points of view, both human and technological. It has been attempted to explain this issue only from the students' perspective, but the study may also be

extended in the future to precise employee samples.

Certainly, this model conceived above can only be tailored to individual people, taking into account the level of IQ, emotional intelligence (EQ), learning style, etc. are different from one person to another. Similarly, each individual is influenced differently by factors of category y1, y2 or y4. However, it is possible to develop an individual experimental study, precisely to analyze how time management can influence professional development.

The theoretical part of the paper was discussed in the three categories of analysis: "Ex-Ante", "In process" and "Ex Post". The variables named in the final part of the case study can be studied individually for each of the three major stages, from a financial, investment, psychological, even competitive, perspective.

Each of them contributes to shaping the future professional development of a young man. Parental vision is still a determining factor in the professional path, but intrinsic motivation becomes one of the main determinants of performance at this stage. Efficiency of personal time management becomes essential in professional training primarily through the sense of prioritization of the activities carried out, a chapter where young people are still not very well. But it can be considered a starting point for the future. As future directions, a labor market analysis, vocational training opportunities, and an analysis of how income-related factors influence the level of future success can be achieved. It is quite difficult, however, to carry out such an experiment because it would take a longer period of time to draw pertinent conclusions.

Among the subjects studied in the present paper, a part (the Master students) is working, and one of the opinions expressed is that time management becomes more important when the range of activities to which focus attention, widen. Also, the sense of involvement and the focus on results increase the importance of good management, as well as the existence of a deadline for completion of tasks.

In general, we can say that in order to obtain an efficient time management it takes three methods to use it properly: Organization, Prioritization and Planning, all of which are related to the purpose that is desired to be achieved. In turn, the proposed goal must be achievable, credible, but also desirable.

We must not ignore the fact that time is passing. It can not be either stored, multiplied or bought, and the causes that can lead to inefficient time management are:

- External Causes
- Causes exclusively related to the person concerned
- Causes related to people around

Finally, the essence can be summed up by a quote by Benjamin Franklin: "Do you love life? Then do not waste time as a reckless, for life is made of time".

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