

## DEVELOPMENT OF THE ORGANIZATIONAL CULTURE OF THE HEAD OF THE SCHOOL IN TERMS OF OPEN EDUCATION



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**Abstract.** *The article reveals the essence of the main vectors of development of the organizational culture of the head of the school in terms of open education, socio-civic positioning the institution of secondary education.*

*The article persuasively proved that the organizational culture of managers is determined also deep and vsebičnimi knowledge of the science of management, the ability to use this knowledge in organizational activities (art), and, eventually, the style of work a managerial position.*

Organizational culture of the head is an important factor in management, and the idea of it depends on the ideas of modern management requirements. In today's conditions, it is necessary to form cultures open to change, which promote rapid maneuvering, develop various forms of interaction, activate the activities of the leader, strengthen responsibility and moral integrity. The results of the survey among the directors of schools of Ukraine show that each manager should give an important place to the problem of analyzing their own organizational culture, while realizing its essence and components.

Organizational culture embraces all human achievements in the process of its development in the field of material production and in spiritual life and serves as an important universal mechanism for adapting each person to various conditions and requirements of the internal and external environment. It is a holistic phenomenon that combines knowledge, skills and abilities, personal qualities and a system of values that are realized through the professional activity of the individual. The combination of culture and activity makes it possible to consider the relationship between the managerial organizational culture and the activity, since achievements influence development. The manager in the process of management acquires certain values, improving his culture and creating new values, which leads to a moral and spiritual culture of a higher level.

**Keywords:** *organizational culture, organizational relationships, and cultural imperatives, positive image, image school, open education.*

### Statement of the problem

In the process of building a new Ukrainian school of radical change in concepts of management includes the individual vectors of development of organizational culture of the head of institution of secondary education, where it is advisable to use the latest technological procedures focused on people with its system of values, attitudes, beliefs, and traditions.

The problem of organizational culture, its development originated not spontaneous, as the current situation in our country is characterized by the rapid changes in political, economic, social and cultural spheres of human activity. It makes changing approaches, techniques, style industrial relations and gradually convert the hard subordinational management organizations for mobile and flexible.

In terms of socio-economic transformations in the country, this problem goes beyond the industry, purely educational issues and acquires national importance. This applies, above all, the involvement of various representatives of society to develop the basic principles of educational policy and administration industry, upgrading education content to meet the needs and requests of the citizens.

**The purpose of the article** is uncovering the structural and contextual entity of the main vectors of development of the organizational culture of the head of the school in terms of open education, the implementation of social and educational characteristics of the personality of the Manager, the analysis of the various types of its management activity.

**Analysis of recent research and publications.** The results of the research of issues organizational culture accumulated in the areas of management, philosophy, psychology, sociology, etc. The conceptual foundation of this research also need to put the development of the common philosophical questions of culture, in particular, such authors as V. Andrushchenko, E. Bystrytsky, A. Bystrova, V. Bodak, D. Gudkov, D. Gurevich, I. Dziuba, V. Zablotsky, S. Ikonnikova, M. Kagan, V. Kaganskij, L. Kogan, S. Krymski, B. Parahonskij, I. Predborska, N. Skotna, M. Stepiko, V. Tabachkovskij, V. Shynkaruk. Problems of organizational culture largely developed in the writings of Western researchers – such as P. Weil, S. Davis, M. Elvesson, P. Anthony, J. Martin, D. Mejerson, R. Moran, D. Nustrom, A. Pettigrew, T. Peters, K. Ray, R. Rosenfeld, V. Sate, L. Smircih, G. Smith, V. Spivak, E. Wilkins, R. Uoterman, P. Harris. The psychological factors of formation of organizational culture treated D. Bollinzhe, J. Distefano, G. Lane, V. Ouchi, G. Hofstede. Certain aspects of organizational culture, particularly in business and educational organizations, studied Russian (V. Tomilov, S. Roschin, V. Snetkov and others) and Ukrainian (L. Chernykh, L. Orbay-Lembrik, Y. Paleha, G. Timoshko, A. Francev, etc.) scientists. This issue has found its reflection in the dissertational works on study of organizational culture in the field: pedagogy (V. Vinogradov, M. Gedieva, N. Jordanova, G. Litovchenko, N. Strizhak, etc.); Psychology (Voronin, Lipatov, Serkis.); Sociology (N. Zubreva, A. Kapitonov, Yuryev, etc.). Analysis of recent studies and publications indicates that in teaching the theory and practice of growing interest and actively dealing with the problem.

**Theoretical and practical bases of research.** New socio-cultural changes in education led to the importance of the problem of organizational culture in the management activity of the head of school. *Organizational culture of the head of institution of secondary education is the notion of integrative. A set of values, beliefs, norms of*

*behavior and synthesis of personal, civic, organizational, pedagogical, cultural, professional qualities and competencies, necessary for the successful organization of the school management.* Organizational culture head educational institution includes a variety of vectors of development: social and civil management positioning the head of school; cultural imperatives of administrative activity of the head of institution of secondary education; the organizational activities of the head of institution of secondary education, etc.

Theoretical and practical analysis of specific vectors of development of the organizational culture of the head of institution of secondary education provides an opportunity to affirm:

- *vector of development of social and civic positioning management activity of the head of school* will provide an opportunity to define the strategic aspects of the development of the institution of education, establish a relationship with the public and parents to develop a positive the image of the school, to carry out economic and legal kompetentist in management, adhere to democratic relationships, social norms and statutory rules with all participants in the educational process;
- *vector of development of the cultural imperatives of administrative activity of the head of institution of secondary education* includes the kriterialnij assay for the determination of the level of culture in the relationship with a subordinate, the role of the head of the initiative in the process of motivation own work and work colleagues, adherence to norms of behaviour, perceived school traditions and values, awareness of the importance of organizational culture leader in managerial activities;
- *vector development of organizational activity of the head of institution of secondary education* set the efficiency and healthy living, information awareness, professional competence, selection of personnel and the delegation to them of management authority leadership and time management supervisor of the school. Given the urgency and the importance of the process of forming qualities, abilities and properties of personal and professional

credo of the head of school, according to the relevant criteria established that the primary vector of development of the organizational culture of the head is *socio-civic positioning the institution of secondary education*, which is confirmed by the compliance of the development strategy of education at the State level with the development of education in each school education; active civil position of the management team and the teaching staff in collaboration with the parent relations and social institutions; own image and the image of a school; Economic and legal competence of the head of school; affordable relations, compliance with social norms and rules of behaviour of all participants in the educational process and *obslugovuvalnogo* of the staff in the school.

The term "*positioning*" originated in the mid-20th century. and meant activity that was part of the marketing mix along with other its components (mercantile policy, pricing, etc.). With the development of segmentation processes in marketing and marketing research, market positioning acquired more separate and independent nature.

The concept of positioning for the first time clearly highlights the work of J. Trauta, published in 1981 under the title "positioning: the battle for recognition.

Organizational culture, being the total of the values, traditions, forms of behaviour, beliefs and priorities of the institution, its peculiarity, unique characteristic that you necessarily need to use in order to interest and attracting consumers of educational services. Organizational culture educational institution and its Manager is a powerful tool for positioning of the image of the establishment on the market of educational services.

In order to meet the conditions of the development of civil society in Ukraine, Ukrainian schools have to stimulate public activity, not only students, but also the employees of the school, parents, the older generation and all members of the community were more active. Successful are those educational establishments, which understands that parents, as part of a school team, the most interested in the efficient operation of the school, because we are talking about children, about the terms of their training and education. Parents, in fact, are the customers of educational services, and

therefore affect the quality of the educational institution.

Provide support for newly established communities – the practical tasks of the head of school in the course of the development of its organizational culture in terms of open education. Public opinion is becoming a kind of an information signal to confirm informed civic position of the head of school, the systematic receipt which allows managers to estimate objectively-results teachers of schools and adjust this to work according to the social needs and interests of the majority of participants in the educational process, maintaining a *positive image* of the institution of education.

Image in a literal sense. A modern dictionary of foreign words has adopted the concept of "image" as purposefully generated image (any phenomena subject) that distinguishes certain valued characteristics and is designed to make the emotional and psychological impact on the person with the purpose of promoting, advertising.

Understanding the concept of "image" has been extended in the work of Dr. Dorothy "Publicity and public relations" (the PR). According to the author, is "everything has at least some relation to the campaign and the products offered, and services. The inclusion of the image as a significant factor, public relations" mentioned in many works of Ukrainian and foreign authors.

Technology development PR referred to 60's-early 70-ies of the XX century. Structure and technology PR occupied an important place in shaping the strategies in various areas of international relations. In particular, in the sphere of foreign policy, technology strategy and PR form the program concepts and the relationships between States, which help to achieve mutual understanding, compromise and social harmony.

One of the founders of PR, Cambridge University Professor Sam Black identified the concept of PR: *Public relations is the art and science of achieving harmony through understanding based on complete and accurate awareness.*

The process of the formation of the image of the modern institution of education is to substantiate the problem of pedagogical theory and practice since the reform of school education should happen on the humanistic principles, in particular, on the establishment of a major educational values: child as

invariant pedagogical value and teacher capable to its development, preservation of individuality.

In modern conditions of schooling was before selecting new priorities: specialization, differentiation, informatization, profiling, humanization and etc. Each Director and his pedagogical collective dream that their school had a vizitivku bright individuality, stood out among others, sparked a desire to get a job or training just in it.

The Foundation's Director of organizational culture development vector in the theory of school management is based on a new educational paradigm, characterized by the principles of gumanistic orientations and defining culture as the leading the strategy in the development of open education in XXI century. Along with holistic, system, synergetic and other approaches to the cultural approach is the basis of the new concept of the management of modern school and detects new content management activity of the head of a new Ukrainian school in terms of open education.

Methodological bases of culture management laid down in the writings of V. Sukhomlynsky, an outstanding national scientist and practice, humanist, man of high culture, which explained the principle of professional competence of the head of school on the basis of cultural approach.

Analysis of the problems of the culture of school management actively investigated in the writings of G. Jelnikovej, I. Zareckoj, L. Kalininoj, L. Karamushki, S. Korolyuk, N. Krilovoj, V. Lazareva, Onischuk, Y. Palehi, M. Potanika, V. Scherban, Sergeevoj, Shamovoj, etc. . The main task of such a culture defined by the formation of the managerial worldview, which will ensure him a high level of management activity.

From the standpoint of value approach reveals the notion of "culture" the domestic scientist Y. Paleha. He is convinced that this is a system of knowledge of management practices as a cultural phenomenon, the combination of science and art of management recommendations, generalizations of the object management that have nakovo-practical value and organically, systematically related. As a high-quality certainty principles and ways of interaction of system components vnutriškilnogo management treats the notion of "culture" N. Krylov. In his work "Culturology" researcher

defines the features of the new management culture, among which important gain self-government, self-organization, support initiatives.

Modern top manager wants, performing their work and communicating in the course of its activities with other members of the team, guided by the rules of conduct that reflect the essence of the relations between the people in the community.

*Imperative (Latin. Imperativus) is a requirement.* With the advent of the "Critique of practical reason" Kant, the imperative is the zagalnoznačušij instruction, as opposed to a personal principle (pithy Maxim); rule, the letter of obligation (objective compulsion to do so, and not otherwise). Hypothetical imperative is effective only when known conditions; categorical imperative expresses unconditional duty, he establishes the form and principle, who you need to follow in the behavior of the person.

*Cultural imperatives* of administrative activity of the head of institution of secondary education are an important vector of development of organizational culture in the process of effective management.

Research, and what's more, the results of a survey of effective managers of schools from different regions of Ukraine give grounds to assert that cultural imperatives of administrative activity of the school heads include the culture of relations with subordinates, cultural aspect of motivation of professional self-development, behavioral Manager in the Organization, compliance and enhancement of school traditions, perceived values of schools and awareness of the role of organizational culture Manager the management activities.

Revealing the essence of these cultural imperatives, it should be noted that the organizational culture is, in turn, and a set of socially progressive norms, rules and standards accepted and supported in the field of organizational relationships. Organizational relationships is the interaction, opposition or neutral attitude items organization inside or outside of it. Getting started with models, types and organizational culture leader argues that the greatest role in the organizational culture of the head belongs to the following components: the culture of work, interpersonal relationship manager with employees, management abilities characterized by not only the personal, spiritual

and moral culture and knowledge, professional skills, and external and internal circumstances.

Conducted theoretical analysis enables the assertion that the essence of the organizational culture of the head is formed taking into account the characteristics of the Organization, to enhance the role of its leader, cooperation with the teaching staff and the parent the public. In any organization Manager – media of the organizational culture. Society influences the external factor of organizational culture, which manifests itself through an idea of value, of which viokremeni norms and rules of behavior and communication that affect personality, her specific behavior, culture of labour.

Organizational culture embraces all human achievements in the process of its development in the sphere of material production and in spiritual life and serves as an important universal mechanism of adaptation of each person to a variety of conditions and requirements of internal and external environment. It is a holistic phenomenon that combines the knowledge, abilities and skills, personal qualities and values that are implemented through the professional activities of the individual. The combination of culture and activity allows you to consider the relationship of organizational culture Director of activities, since the achievement of impact on development. Head of process management assimilates certain values, develop their culture and creating new values, not moral and spiritual culture of the highest level.

In turn, the head of the organizational culture is an important factor in the management of, and the idea of her independent and from ideas about modern requirements to management. In the

conditions of the present is the formation of cultures, open to changes that promote the rapid manevruvannû, develop various forms of cooperation: activities, enhance the responsibility and moral virtue. The results of a survey among direktorskogo Corps schools indicate that every leader should take the important place the problem of analyzing their own organisational culture, while its essence and components.

The processes of global change, occurring at the present stage of development of the entire Ukrainian society in General and education in particular, require new approaches and principles of management of educational institutions, a priority among which are the foundations of the theory of management as a science of competitive professional management. The modern situation in Ukraine requires the appropriate level of management knowledge. For centuries, in the public mind was formed ideas about management and managers as a privileged layer that controls society and individual objects. So the object of management, that is separately enclosed team felt quite natural to assign their heads of main features that turn them into leaders of their respective institutions or agencies. Requirements for management development should proceed from the fact that the subject is the head of a high level of organizational culture of the type that people in work to achieve the goals of the organization. The head of Mission in shaping the competitiveness of the school in terms of open education most effectively characterize his leadership that is relevant to the mechanism of the formation and development of its organizational culture (Figure 1).

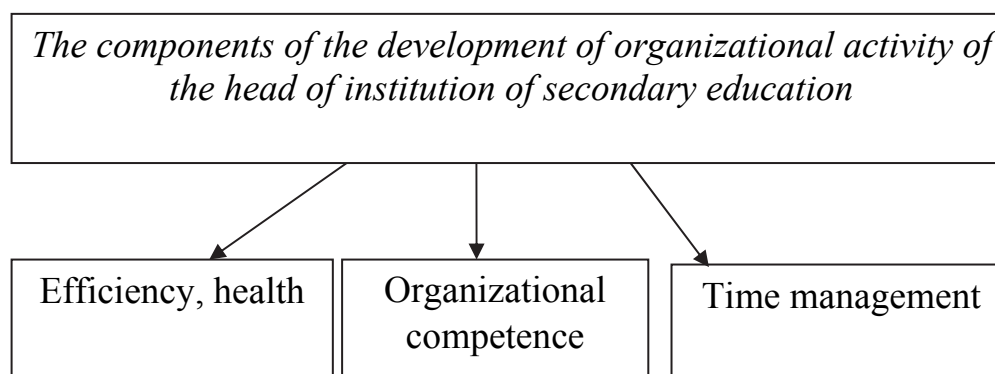


Figure 1. Components of the development of organizational activity of the head of institution of secondary education

The latest published beliefs about healthy lifestyle brilliant philosopher of ancient Rome, Marcus Tullius Cicero (106-43 BCE). In the work "about old age, he reflects on what a wise man can be healthy at any age, the important thing is what you should strive to be healthy and viable is to wisdom. It should be not only the body but also the mind and spirit to a great extent, because they have gone out in his old age, if in them as in a lamp, do not add oil.

*Features of the head* is the presence of the stressors associated with the implementation of specific professional tasks. To fulfill these tasks and work, they are sometimes referred to as factors content task. The amount of work that needs to be necessarily performed, is another major stressor for executives. How to overload and insufficient load can lead to psychological (and physical) of overwork.

In 1908 r. Yerkes and Dodson proposed the now widely known law of Yerks-Dodson, which States that there is a relationship between the amount of work performed by a specific person, and her pitch. So, for every person there is an optimal workload. Significant deviations from the optimal load may cause to overwork. Responsibility is a potential stressor, associated with the fact that the role manager in your organization. Even in those situations where managers feel confidence in work, they are often referred to as a promotion and career growth in the education system are the main sources of psychological fatigue and dissatisfaction with work.

To describe the cognitive errors in the Organization of the management activity of the famous American psychologist and psychotherapist Albert Alice used the term "irrational judgements." He singled out some specific irrational judgements, typical of modern culture, which, in his view, create a lot of emotional problems. For example, the common belief that a man should love and understand all the important persons of the environment. This opinion is irrational, because it is simply impossible to have all the important persons disapproved the behavior of the Manager; There are any of the other views. Most irrational judgments can be attributed to three main categories: katastrofization, that is an exaggeration of negative consequences of the events; "perfectionism", i.e. the obsessive quest for the perfect nezbutnoi; inadequate self-esteem

and grade representatives (inadequately low, or overcharge); that subjective views about happiness and well-being.

Analysis of the research on the problem of introduction of technologies (Ajvanhov, Handless, L. Gorâna, S. Jefimova, N. Kuindzhi, E. Weiner) indicative of attempt of scientists see General approaches to formation of health educational environment, find out new content, form, methods of implementing a culture of health in terms of reforming the educational industry.

The culture of health as the key to success of organizational culture in the system of acquisition of knowledge, managerial competencies, value-using installations, emotionally-volovogo experience and practical activity, directed on self-knowledge, self-development and self-improvement of individual health, required for productive human longevity, performing vital and professional mission (K. Ushinskiy, S. Hesse, M. Rubinstein, A. Valicka, S. Batrakova).

The leading idea of the concept of the culture of the health of all participants in the educational process at school is implemented using the statutory functions of the organizational performance using the actualization and the internal capacity of the teacher-leader.

The development of a culture of health educator, and head of an educational institution depends on taking into account socio-cultural, legal, professional and personal factors that produced a solution to the problem of ensuring the health of the students of the school, which paid attention to outstanding educators V. Sukhomlynsky and K. Ushinskiy.

In today's management actively used the English term "team management", i.e. a command control for the team. Along with the concept of "team" used the term "management team", which means a community of like-minded educators who work in any educational institution, whose team interaction develops laws command management and has a characteristic team signs.

Researchers T. Zinkevich-Jevstignejeva, D. Frolov believes that as criterial sign team can serve as team spirit, in particular the absence of destructive conflict and high motivation and activity of employees. Known to the world scientific community of researchers G. Gerter

and Ottl. main characteristics of the team considered: independent tasks under its responsibility; the balance between effective work and cooperation of the people, respect for and interest in each other; a culture of open communication, criticism of the proposed ideas, constructive conflict resolution – openness. An effective team is a team of

people, capable of cooperation and mutual support. They achieve high result thanks to the Organization of joint actions.

The researchers team activities (O. Pometun, L. Serednyak, T. Suchchenko, O. Yanushkevich) claim that the development team is going step by step and point to the following stage of development (fig. 2).

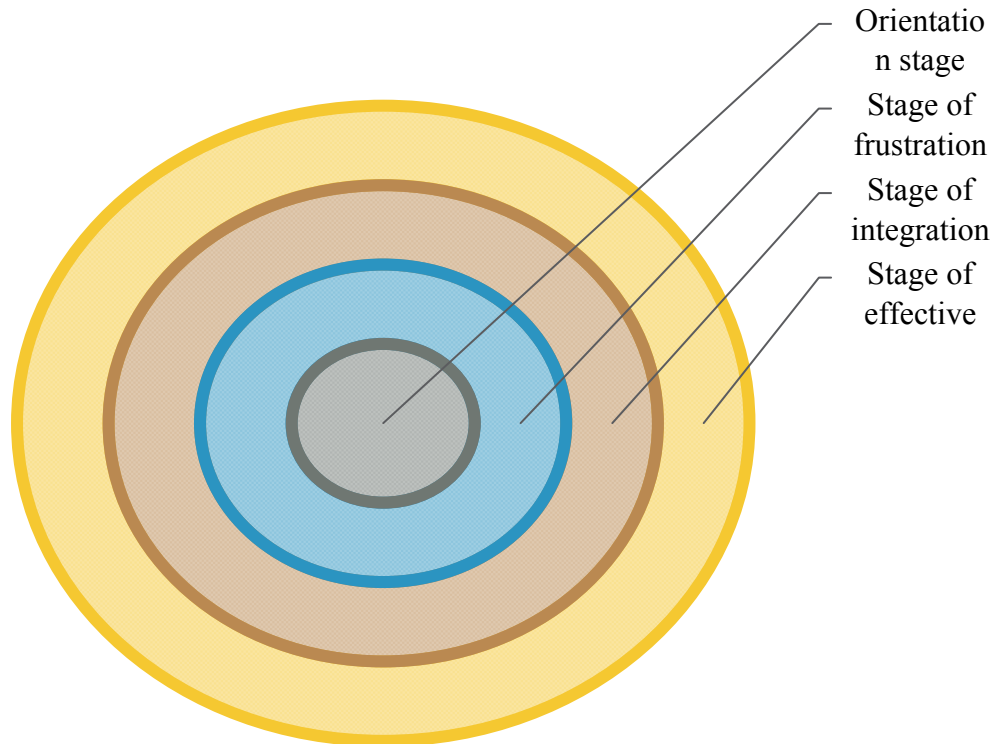


Fig. 2. Stages of development team

*The first-stage of the orientation.* It is characterized by the fact that when the group first meets, its members depend on the formal leader who provides the structure of their relationships to each other.

*The second stage* is the "frustration" is sometimes referred to as the "Storm". It occurs when team members start getting answers to the questions, and the answers are not all satisfied.

*The third stage* – integration is the beginning of the most effective work on relationships within the team: initial conflicts already resolved, at this stage, the team reaches the identity that distinguishes it from other groups. From the third stage of group managers naturally and with the least effort goes to the fourth – *effective functioning*. At this stage there is the confidence of all the team members to each other, allowing

maximum use of individual workers, couples and small groups working on achieving the overall result.

Yes, at all stages of head shapes organisational culture management team by means of its own culture that dominates in defining the strategic and tactical goals and objectives, which are defined as priority in the management of the institution of secondary education.

Among the vectors of development of the organizational culture of the head of institution of secondary education an important place takes the organizational competence of the head of school.

The problem of determining the level of professional competence of Heads of the system of secondary education, its correlation with the level of professional qualification and improvement of professionalism investigated

some of domestic and foreign scientists: V. Bondar, I. Drach, I. Zhernosek, L. Kalinin, L. Chernykh, L. Danylenko, V. Krychevsky, V. Maslov, E. Tonkonoga, A. Marmaza, G. Fedorov, O. Karpenko, G. Jelnikova in different periods of the development of the education system.

*Professional competence* can be regarded as a component of professionalism and professional culture. Successful work of the institution of secondary education largely depends on the professional competence of the subjects of the training and education that includes organizational competence of the head of school.

Instead, *organizational competence*, as an important component of organizational activity of the head of school, gives the possibility to organize a professional basis for the activity of the teachers the ability to effectively provide for the development of Ukrainian school in a new dimension of time.

An important element of the organizational culture of the head of school is implementing time management, i.e. time management that helps to optimize the activities of staff and improve the efficiency of its activity. In General, time management is a field of management activity, which became an independent direction of management in the 70-ies of the twentieth century.

Time management is a set of techniques the optimal organization of time for performing current tasks and calendar events. For the invention of the term "time management" claims the company Time Management International. Its founder, Klaus Möller, in 70 years has invented a Time Manager is difficult is Notepad-diary, which can be considered prabatkom modern Organizer. **In the German-speaking world famous is the method of ALPEN Lotara Zajverta. Plan time proposed using five steps that correspond to the first letters abbreviation ALPEN:**

- **Aufgaben, Termine und geplante Aktivitäten notieren – to note objectives and planned actions;**
- **Länge schätzen – to estimate the duration of each action;**
- **Pufferzeiten einplanen – include in the planning buffer time;**
- **Entscheidungen treffen – to make decisions;**

- **Nachkontrolle – control over the execution of the action.**

The place of time management in organizational culture, head of the studied scientists and publicistami from different countries. Among contemporary authors of the post-Soviet space at Gorbachev, E. Merzlakova, V. Rastimeshin, G. Arhangelskij, A. Gastev, and others. The greatest distribution have received work, research and approaches of foreign specialists – L. Zajverta, K. Bishofa (Germany), Dojla, C. Covey (United States), B. Santo (Hungary), James Cawley (Australia) and others.

The realities of life that the success and effectiveness of any organization depends largely on the organizational culture of the head. In a study of processes of social groups and organizations in the disclosure principles and development models of adoption of effective decisions and effective activity of the organizational culture has a significant place. Important it is for the Manager of the educational institution, which is based on many features. Before the leader raises the problem – both in terms of the limitation of the time to provide most of their realization. The solution to this problem and takes the time management system for planning, organization, control and accounting of the use of working time and his subordinates in order to increase the efficiency of the institution as a whole. He is based on the following elements: the planning of working time, a clear ranking of priorities, effective work with information, the ability to solve nasty cases, making communication with others. Accordingly, time management is not only as a control system, but also as an element of the organizational culture.

It is generally accepted that the organizational culture of the head is an important indicator of the level of professionalism. The distinctive characteristics of organizational culture level of activity of the head of school serve the valued foundations of management, models of behavior, style of management. This important role played by managerial abilities, which are defined as the measure of implementing managerial competencies. Among them is the ability to continually update knowledge. Today, it is generally accepted that one of the key competencies of the head.



**Conclusions**

Thus, the organizational culture of the head of institution of secondary education is the ... problem in pedagogical theory and practice, and the vectors of its development include the need to detect active forms and methods of development structural and substantive components of the organizational culture of the head of school, development of criteria and conditions that will ensure a high level of organizational culture and the realization of scientific-methodical accompaniment of the development of organizational culture Manager the system of in-service teacher education.

Open education is recognized as one of the important strategies of the new management. The ability to overcome difficulties represents a significant sign of the leader and quality culture management, the ability to self-actualization as aesthetic, intellectual, spiritual and personal growth unmistakably new management philosophy and represents an important the scope of the project manager. The capacity for communication, creativity, ability to work in a team, to harmonize the environment – make up the core of a new organizational culture of the head of institution of secondary education.

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