

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES & LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MARKETING & SUPPLY CHAIN
MANAGEMENT



COURSE: PROJECT MANAGEMENT (SBU 405)
LECTURER: MRS. ADWOA YEBOAH OWUSU YEBOAH

QUESTION 1: Develop A Tows Matrix Function for an Organization of Your Choice. Use at Least Three Factors Each from The Environmental Analysis.

QUESTION 2: Using The List of Stakeholders Provided, Construct A Stakeholders Management Matrix.

QUESTION 3: According to Page 27 (Models of PMOs), Fill in The Blank Spaces.

GROUP MEMBERS DETAILS

NAMES	INDEX NUMBERS
Seth Annan	SB/ADM/15/0005
Akua Asiamah Somuah	SB/ADM/15/0028
Henrietta Nana Esi Bentum	SB/ADM/15/0035
Anita Adu	SB/ADM/15/0047
Evelyn Kukuwa Quartey	SB/ADM/15/0063
Edwin Amponsah Quartey	SB/ADM/15/0065
James Eyiah Mainza	SB/ADM/15/0078
Writer Sekyi	SB/ADM/15/0091
Emmanuel Opoku Amoah	SB/ADM/15/0111
Sekyiwa Edu Rose	SB/ADM/15/0135

QUESTION ONE (1)

INTRODUCTION

Strategy, in a military sense, is the art of war. It defines itself in terms of drafting the plan of the war, shaping individual campaigns and, within these, deciding on individual engagements (battles) with the enemy. The analogy with business is that business too is on a war footing as competition becomes more and more fierce and survival more problematic. Strategy manages the correlation between organization and changing environment. Internal and external factors affecting a company are identified to form strategies. There should be a relationship between internal competences and values to a firm's external environment. There is a strong relationship among parties, which are internal and external. Each part requires reciprocal data sharing. Internal factors use resources to avoid external dangers (Viljoen, Dann 2003). It should be ready for the new environment that the future may bring. This environment can be totally different and the firm should evolve its capabilities and culture to tackle its new environment (Porter 1981; Luis *et al.* 2009).

The subject of this paper is to develop strategies using TOWS matrix for strategic sustainable development of University of Cape Coast.

Organizations do not operate in isolation but relatively exist, co-exist, cooperate, and compete in an interrelated complex environment. It is necessary for organizations to have a better understanding of the environment in which they conduct their activities as it impacts on strategy formulation, planning and decision making (Wang, 2007, Oreski, 2012). Therefore, SWOT (strengths, weaknesses, opportunities and threats) analysis is a significant tool that allows managers to develop competitive strategies aligned with the existing conditions in their business environments (Wang, 2007).

Through this analysis, organizations are able to match the strengths (S) and weaknesses (W) existing within a business firm (internal environment) with the opportunities (O) and threats (T) present in the external environment.

Therefore, a firm is able to utilize its strengths to take advantage of the opportunities provided by the environment. The strength of a business firm refers to the ability by which a firm can gain a distinctive advantage over its competitors. The weakness of an organization refers to constraints facing a business firm. Opportunity is a favorable condition in the external environment that an organization can take advantage of whereas a threat is an unfavorable condition in the external environment that can create a risk to a business firm (Jain et al., 2010).

The major role of SWOT is to assist an organization to develop a complete understanding of all the factors that may negatively or positively affect decision-making and strategic planning. In fact, when done correctly, it can steer a company towards implementing good strategic decisions with regard to its products and services (Goodrich, 2013). Failure to take into account a key strength; weakness, opportunity or threat can result to poor business decisions (Laidre, 2014).

TOWS MATRIX

Despite the use of SWOT analysis as an important tool in identifying the strengths, weaknesses, opportunities and threats, its analysis is static and hardly enables the unique development of alternative strategies (Koontz & Weihrich, 2010). It has been noted that after a SWOT analysis is undertaken, managers often fail to come up with strategic choices that are demanded by the outcome of the analysis therefore, the TOWS (Threats, opportunities, weaknesses and strengths) matrix is a useful tool that enables managers to not only match the external threats and opportunities with the weaknesses and the strengths internal to the company but also aids in

developing four major types of strategies namely WT Strategies, WO Strategies, ST Strategies, and SO Strategies, and tactics necessary for strategic planning (Hiriyappa, 2013; Koontz & Weihrich, 2010).

The WT strategies (mini-mini) aim at minimizing the weaknesses and threats facing the firm, WO strategies (mini-maxi) focus on improving a firm's internal weaknesses by capitalizing on its opportunities, ST strategies (maxi- mini) utilize the internal strengths of a firm to reduce or avoid the impact of threats in the external environment and finally, SO (maxi-maxi) strategies which enable a firm to use its strengths to maximize on its opportunities (the most suggested successful strategy to use) .

Tows Matrix	External Opportunities	External Threats
Internal Strength	SO Strategy Strategies that use strengths to maximize opportunities	ST Strategy Strategies that use strengths to minimize threats

Internal Weakness	WO Strategy	WT Strategy
	Strategies that minimize weaknesses by taking advantage of opportunities	Strategies that minimize weaknesses and avoid threats

Fig. 1. TOWS matrix (Weihrich 1982)

INTRODUCTION OF UNIVERSITY OF CAPE COAST

University of Cape Coast is the third public high education institution to be established in Ghana. It was established in the year 1962 with admission of students and academic ventures commencing in October of the same year. From an initial student enrolment of 155, the University of Cape Coast now has a total student population of over 35,922.

The University was established out of a dire need for highly qualified and skilled manpower in education to provide leadership and enlightenment. Its original mandate was therefore to train graduate professional teachers for Ghana's second cycle institutions and the Ministry of Education, in order to meet the manpower needs of the country's accelerated education programme at the time. Today, with the expansion of some of its faculties and the diversification of programmes, the University has the capacity to meet the manpower needs of other ministries and industries in the country, besides that of the Ministry of Education.

The University started with two departments, namely: Arts and Science. These departments developed into faculties in 1963. Currently there are more than 70 departments developed under about 10 faculties. These faculties have further been grouped into five colleges.

As part of its desire to vigorously promote distance education, the College of Distance Education (CoDE) formally Centre for Continuing Education (CCE) has acquired sites in seven out of ten regions for the construction of permanent study centres. The centres will eventually serve as UCC campuses in the regions to run some campus-based programmes. From internal and external analysis, a SWOT analysis of the University was carried out.

SWOT ANALYSIS OF UNIVERSITY OF CAPE COAST

In this part, strengths, weaknesses, opportunities and threats of University of Cape Coast are presented in the light of the internal analysis and external analysis. The summary of the SWOT analysis of the group is shown in Fig. 2.

Strengths	Weaknesses
<ul style="list-style-type: none">• Has a sizeable, well-furnished library.• Oldest public university in central region.• Only University that runs the commerce program in Ghana.• Offer distance education to people in about 7 regions in Ghana.	<ul style="list-style-type: none">• Poor Internet connectivity for research.• High price of accommodation.• Insufficient lecture theatres.

Opportunities	Threat
<ul style="list-style-type: none"> • Adopting a technology that can help distance students to do exams online. • Enroll online distance degree programs for undergraduates, graduates and PhD. • Releasing of admission list earlier than other universities. 	<ul style="list-style-type: none"> • Cheap fees of other universities. • Increase in establishment of private Universities and public universities in central region. • Establishment of different campuses by university of education Winneba.

Fig. 2. SWOT analysis of University of Cape Coast

APPLICATION OF THE TOWS MATRIX TO UNIVERSITY OF CAPE COAST

Strengths and Opportunities (SO).

In general, successful firms build on their strengths to take advantage of opportunities. University of cape coast is no exception. Its strengths and opportunities are shown in Fig. 2. These strengths enabled University of cape coast to increase its student's intake over the years. In another tactical move, the opportunities available to University of cape coast can help it to increase its student intake and its popularity since it is enrolling the distance education in almost all the whole 10 regions in Ghana.

Strengths and Threats (ST).

One of the greatest threats to University of cape coast was the opening of different campuses by university of education Winneba in the country. To overcome this threat, the school started to enroll people into the school through its distance education.

To reduce the threat of low fees charged by other universities, the university should seek to decrease the fees paid by students in the school and this can be done by removing some less important items in the school fees break down list. Moreover, the school should use its experience as being the oldest public university in the region to run unique programs that other universities are not running.

Weaknesses and Opportunities (WO).

The growing number of students admitted has over the years increased. Yet, University of Cape Coast has not had any plan to increase its infrastructure to contain the increasing population. Especially when considering other public universities of the county like University of Ghana or Kwame Nkrumah University of Science and Technology. In the long run, University of Cape Coast should develop a plan to increase its infrastructure.

University of Cape Coast has given little attention to the construction of special technology that can help students' research and online assessment of students enrolling in the distance programs. Improvements in the Internet connectivity structure can help increase the number of students who apply in the school. In order to minimize the additional price of accommodation for students, the university should invest in the building of its own hostels for the student population.

Weaknesses and Threats (WT).

An organization with great weaknesses often has to resort to a survival strategy. University of Cape Coast could have seriously considered the option of affiliating with other universities outside Ghana to gain more experience and to come up with more unique programs.

Another alternative would have been to make investments in constructing other campuses in the country in order to get closer to Ghanaians. Although in difficulties, University of Cape Coast did not have to resort to a survival strategy because the school still had much strength. Consequently, a more appropriate strategy was to attempt to overcome the weaknesses and develop them into strengths. In other words, the direction was toward the strength-opportunity position (SO) in the matrix shown in Fig. 3. Specifically, the strategy was to reduce the competitive threat by developing a more infrastructure facility to contain students, reduction of school fees, and many more.

TOWS Matrix of	External Opportunities (O)	External Threats (T)
University of cape coast	<ul style="list-style-type: none"> • Adopting a technology that can help distance students to do exams online. • Enroll online distance degree programs for undergraduates, graduates and PhD. • Releasing of admission list earlier than other universities. 	<ul style="list-style-type: none"> • Cheap fees of other universities. • Increase in establishment of private Universities and public universities in central region. • Establishment of different campuses by University of Education Winneba.

Internal Strengths (S) <ul style="list-style-type: none"> • Has a sizeable, well-furnished library. • Oldest public university in central region. • Only University that runs the commerce program in Ghana. • Offer distance education to people in about 7 regions in Ghana. 	SO Strategy <ul style="list-style-type: none"> • Increase the number of students that are admitted into the school. • Increase the popularity of the school. 	ST Strategy <ul style="list-style-type: none"> • Enroll students through its distance education. • Reduce school fees paid by students by removing some items from the list. • The university should use its experience to run unique programs.
Internal Weaknesses (W) <ul style="list-style-type: none"> • Poor Internet connectivity for research. • High price of accommodation. • Insufficient lecture theatres. 	WO Strategy <ul style="list-style-type: none"> • Increase infrastructure. • Build an online portal that can help distance students to do their exams online. • Build a more reliable Internet connectivity. • Build more hostels for student intake. 	WT Strategy <ul style="list-style-type: none"> • Invest in more infrastructural facility. • Reduction of school fees.

Fig. 3. TOWS matrix of University of cape coast

CONCLUSION

For University of Cape Coast to gain competitive advantage and to remain competitive, they need to really stick to proper environmental scanning in order to be pre informed and to understand the various opportunity, threat, strength and weaknesses in the environment it operates. This will enable University of cape coast to develop sustainable strategies to stand against other universities in the country.

REFERENCES

- Goodrich, R. (2013, October 09). SWOT Analysis: Examples, Templates and Definition. Retrieved from <http://www.businessnewsdaily.com/4245-swot-analysis.html>.
- Hiriappa, B. (2013). Corporate Strategy: Managing the Business. Indiana: AuthorHouse.
- Jain, R. K., Triandis, H. C. & Weick, C. W. (2010). Managing Research, Development, and Innovation: Managing the Unmanageable (3rd ed.). Hoboken, New Jersey: Wiley.
- Koonz, H. & Weihrich, H. (2010). Essentials of Management (8th ed). New Delhi: Tata Mcgraw-Hill Publishing Company Limited.
- Laidre, A. (2014). Strategic Planning: What is a SWOT Analysis?. Retrieved from http://www.iplanner.net/business-financial/online/how-to-articles.aspx?article_id=swot-analysis.
- Luis, E.; Cordova, F. M.; Palominos, P.; Godoy, K.; Ross, J. 2009. Method for identifying strategic objectives in strategy maps, *Int. J. Production Economics* 122: 492–500.
- Oreski, D. (2012). Strategy Development by Using SWOT - AHP. *TEM Journal*, 1 (4), 283-291.
- Porter, M. E. 1981. The contributions of industrial organization to strategic management, *The Academy of Management Review* 6(4): 609–620.
- Wang, K. (2007). A Process View of SWOT Analysis. Proceedings of the 51st Annual Meeting of the ISSS, August 5-10. Tokyo.
- Viljoen, J.; Dann, S. 2003. *Strategic Management*. Prentice Hall. USA.
- www.ucc.edu.gh

QUESTION TWO (2)

Introduction

More recently, marketers have come to the realization that marketing needs to be concerned not only with making the sale but with keeping the consumer satisfied through the development of long-term relationships. It has been suggested that a relationship marketing approach is significantly different to the traditional marketing approach and has implications for all facets of marketing strategy formation (Gronroos, 1991). Stakeholder theory is based on the principle that the firm takes into account “any group or individual who can affect, or is affected by the achievement of an organization’s purpose” (Freeman, 1984).

The Concept of Stakeholder Management

Individuals and groups who depend on the organization to fulfill their own goals and on whom, in turn, the organization depends, are called stakeholders. They either affect or are affected by the operations of the business and can help an organization to achieve its goals or prevent it from achieving its goals. Today, all players in business face the interest and the impact of different people and groupings. Most especially, larger corporations have to care not only for the needs of their direct owners, but also of other various groups, like employees, public interest groups like environmental organizations, strategic partners, journalists or public monitoring bodies. According to each company’s individual situation, this list could easily be extended.

Therefore, all businesses operate within a complex system of interests and influences. Management has to assess and evaluate these external forces in order to adjust them with corporate objectives.

When it comes to important corporate decisions, it is necessary to know about the expectations of different stakeholders and to determine, to what extent they could and would exert an influence. Hence, the importance of stakeholder management is not limited on day-to-day business. On the contrary, it is primarily concerned with long-term strategic decisions. These are all those developments that affect at least particular stakeholders.

Analysis of Interest and Power

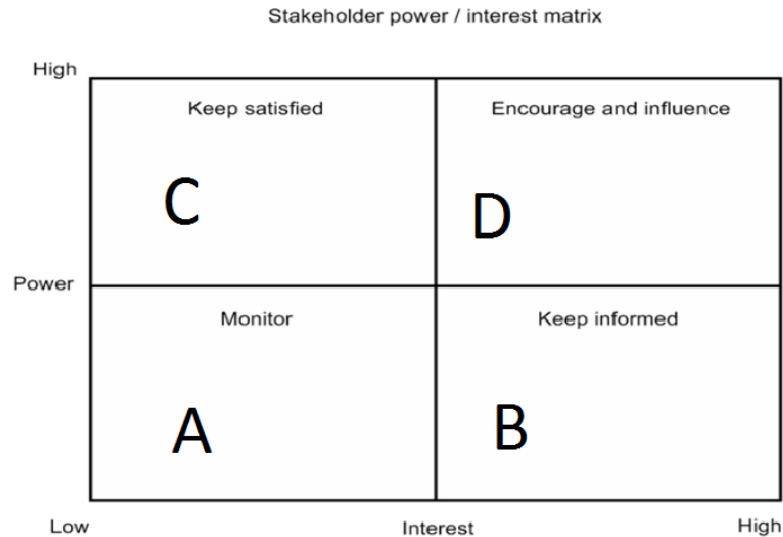
Besides the analysis of stakeholder power in terms of their ability to influence people and developments, it is also necessary to evaluate, to which extent the stakeholders will exert their power. Local authorities, for instance, can have a high impact on an organization. If the corporation plans to move their headquarters, local authorities would probably try to influence this decision. However, they will only be interested to know about other important business developments, for example, the introduction of new product lines or new marketing campaign, without taking any action.

The power/interest matrix is a useful tool for evaluation the expectations and the impact of a particular stakeholder. It analyses the following questions:

- How interested is each stakeholder group to impress its expectations on the organization's decisions?
- Do they have the means to do so? Do they have the power to do so?

In the result, the power/interest matrix provides valuable information on how to handle particular stakeholders and groups. It can also indicate, if certain decisions will receive support or resistance, and which groups have to become included in the decision process.

Stakeholder power/interest model



Stakeholders in Sector A neither have a high own interest in corporate plans nor do they have much power to exert much impact. Organizations should monitor these groups where necessary but should not invest too much effort into them.

Stakeholders in Sector B do have a high interest in the corporation and its actions. However, they have limited means to influence things. Despite their low power, such stakeholders could be valuable allies in important decisions. Therefore, it is advisable to keep them informed about the issues they are interested in.

The relationship with stakeholders in Sector C could be difficult. In this group, we often find institutional investors or legislative bodies. They behave passively most of the time and show a low interest in corporate affairs. Despite that, they can exert an enormous impact on the organization, or instance, when it comes to investments. It is therefore necessary to analyze potential intentions and reactions of these groups in all major developments, and to involve them according to their interests.

The most important stakeholders are those with high interests and high power, who can be found in Sector D. They have to be involved in all relevant developments. They must be encouraged and influenced.

Explanation of the interest and power of the various stakeholders

According to Project Management Institute, the term project stakeholders refers to an "individual, group or organization whom may affect or be affected or perceive itself to be affected by a decision, activity or outcome of the project" (Project Management Institute, 2013).

However, stakeholders can also be classified as those who have vested interest in a project

These stakeholders may be inside or outside the organization which may include top management, clients or customers, project team members, suppliers, other functional managers and competitors.

Top management: They include the President of the Organization, vice presidents, directors, division managers and the corporate operating committee. They direct the strategy and development of the organization. They make final decisions concerning projects and running of the organization and they take interest in the firm's survival, profitability and growth so as to satisfy the needs of shareholders.

Accountant: They take into accounts all matters relating to the inflows and outflows of financial resources (money) assigned to the project.

Other functional managers: They include the Human Resource, Operational, Finance, Procurement and Marketing Managers and they pool their special skills to help ensure the success of the project.

Project team members: The project team is made up of those dedicated to the project or hired on part time basis. They ensure the success of the project assigned to them to oversee.

Clients/Customers: They may be users of the project or those on whose request some projects are undertaken by the organization. from whom an order is received from, therefore one can be a client without necessarily be a customer. E.g. the end users of diaper are babies whilst the client is the parents or the guardian who buys the product

Competitors: They are the organizations with same or similar projects which can affect the market share of an organization's return on investment.

Suppliers: They provide the firm with financial resources or physical materials for the firm to embark on it project. There are times when organization don't have the expertise or resources available in house, hence work is farmed out to contractors or sub-contractors or suppliers. This can be a construction management, foreman, network consultant, electrician, carpenter, architect or anyone who is not an employee. Managing suppliers in a project requires many of the skills needed to manage full time project team members

Environmental, political, consumer, and other intervener groups: These people ensure that the environment is not polluted as a result of the firm's activities. Also, they ensure that the firm operates by the legal and economic standards of the country or community. They also seek the welfare of the citizens through the production of quality product

Stakeholder power/interest matrix

Keep satisfied <ul style="list-style-type: none">• Clients• Suppliers	Encourage and influence <ul style="list-style-type: none">• Top management• Project team members• Accountant• Environmental, political, consumer, and other intervener group
Monitor <ul style="list-style-type: none">• Competitors	Keep informed <ul style="list-style-type: none">• Other functional managers

Low

Interest

High

Application to a Project

Linking the stakeholder power/interest matrix to a project, we would consider Franko Trading Enterprise Mobile App Project.

With Top management, Project team members, Accountant, environmental, political, consumer, and other intervener groups, they have both high interest and power to influence decision about the project.

They are involved in planning, deciding and forecasting plans and so, they must be encouraged and influenced appropriately to ensure cohesion in the organization.

With regards to other functional managers such as the Human Resource, Operational, Finance, Procurement and Marketing Managers, they may have a high interest in the organization's success but may have less power over issues or final decisions pertaining to the project. As such, they need to be kept informed about progress of the project since they will be providing special skills.

For clients and suppliers, they would be patronizing the firm's product or service and will be providing the firm with raw materials respectively, and so they must to be satisfied with their needs.

Concerning Competitors, the firm must monitor their actions and developments with regards to new and modified products or services so as to remain competitive and productive.

Conclusion

The power of a supportive department could be increased by inviting representatives from this department into project teams and planning committees.

Moreover, this type of analysis can provide insights, if it is necessary to sub-divide larger stakeholder groups into smaller groups. These sub-groups could be treated differently in order to meet their individual needs and to get their support. Such a strategy allows to form new alliances and to shift power.

Nevertheless, every influencing of stakeholders should be done within ethical and legal limits.

References

Johnson, G., Scholes, K. 1999. Exploring Corporate Strategy. Hemel Hempstead: Prentice Hall

Carroll, A. B. (1989). Business and Society: Ethics and Stakeholder Management. Cincinnati, OH: South Western

Toronto Conference. (1994). "The Toronto Conference: Reflections on Stakeholder Theory." Business and Society Review 33(1), 82-131.22

QUESTION THREE (3)

Many books and articles about project management have been published in recent years, with some of them promoting the implementation of PMOs. Analyzing these works produces an image of PMOs characterized by variation in the name, structure, roles assumed, and perceived value. Different authors have proposed models to classify the major services offered by a PMO. PMO model, in general, is a type of business-oriented organizational structure that supports the enterprises business strategy and business development, and describes the rationale for how a project-portfolio management organization, project-program management organization, and/or project management organization (collectively PMOs) initiate, create, capture, and deliver value within an enterprise. Overall, it is an organizational structure design based within and upon both project management and business management

- Project Repository
- Project Coaching
- Deliver Value Now
- Mature PMO
- Consulting PMO
- Knowledge PMO
- Standards PMO
- Information Manager
- Knowledge Manager
- Coach
- Standard

- Advanced
- Functional
- Customer Group PMO
- Federated PMO
- Project Support Office
- PMoCE
- Program Management Office Supporter
- Enterprise PMO
- Project Office
- Basic PMO
- Business Unit PMO Controller
- Coordinator