

*PLANNING*

# *Introduction*

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- First and primary function of management
- Take decisions regarding
  - What to do
  - When to do
  - Where to do
  - Who is to do
  - How to do
- All organisations of all sizes and types need to do planning

- Framing organisational objectives
- Devising ways to achieve objectives
- Business activities planned at all levels
- Types of plans depending on time span:
  - Short term
  - Medium term
  - Long term
- Planning involves:
  - Forecasting
  - Laying objectives
  - Thinking about different courses of actions
  - Deciding on actions

<b>Primary function</b>	If planning wrong, everything is ineffective
<b>Adaptive to environment</b>	continuous process and adapt as per changes in policies, rules, etc.
<b>Future oriented</b>	looking ahead. Help organisations meet the challenges and grasps opportunities
<b>Goal oriented</b>	All activities planned to meet desired/ selected goals
<b>Pervasive</b>	done by all organisations of all size, type at all levels

Intellectual process	analyse and plan
Efficient	cost effective. Achieving best by employing least resources
Flexible	quickly change as per need
Planning and decision making	selecting from available alternatives
Feedback	must have control

# ***Barriers to Planning***

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- **Individual based Barriers**

- Unwillingness to set goals –arise due to
  - ✓ Unwillingness to give alternatives
  - ✓ Lack of knowledge
  - ✓ Lack of confidence
  - ✓ Fear of failure
- Unwillingness to accept change
  - ✓ Uncertainty of cause and effects
  - ✓ Unwilling to give up existing benefits
  - ✓ Awareness of weakness in changes proposed

# ***Barriers to Planning***

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- **Organisation based barriers**
  - Environmental factors
  - Constraint on resources
  - Lack of information
  - Group dynamics

# *Management By Objectives*

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- Management by Objectives (MBO) is a strategic approach to enhance the performance of an organization.
- It is a process where the goals of the organization are defined and conveyed by the management to the members of the organization with the intention to achieve each objective.
- An important step in the MBO approach is the monitoring and evaluation of the performance and progress of each employee against the established objectives.
- Ideally, if the employees themselves are involved in setting goals and deciding their course of action, they are more likely to fulfill their obligations.



# ***Management By Objectives: NEED***

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- The MBO process helps the employees to understand their duties at the workplace.
- KRAs are designed for each employee as per their interest, specialization and educational qualification.
- The employees are clear as to what is expected out of them.
- It avoids job mismatch and unnecessary confusions later on.
- Employees in their own way contribute to the achievement of the goals and objectives of the organization.
- It ensures effective communication amongst the employees.
- It leads to a positive ambience at the workplace.
- It leads to well defined hierarchies at the workplace.
- It ensures transparency at all levels.
- It leads to highly motivated and committed employees.
- It sets a benchmark for every employee. The superiors set targets for each of the team members. Each employee is given a list of specific tasks.

## *Management By Objectives: NEED*

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- Every employee has his own role at the workplace.
- Each one feels indispensable for the organization and eventually develops a feeling of loyalty towards the organization.
- They tend to stick to the organization for a longer span of time and contribute effectively.
- They enjoy at the workplace and do not treat work as a burden.

# *Management By Objectives: PROCESS*

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1. Define organization goals
2. Define employee objectives
3. Continuous monitoring performance and progress
4. Performance evaluation
5. Providing feedback
6. Performance appraisal



# *Software Project Planning:* Introduction

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- S/w is general term used for various programs and data stored on computer to operate computers and devices.
- Principal functions of S/w include:
  - Help in operating and managing computer resources
  - Serves as an intermediary between organisation & information
  - Helps in problem solving by using computer h/w.
- There are two types of S/ws:
  - System S/w
  - Application S/W

# *Software Project Planning*

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- Before starting a software project, it is essential to determine the tasks to be performed and properly manage allocation of tasks among individuals involved in the software development.
- Project planning also helps in better utilization of resources and optimal usage of the allotted time for a project.
- It defines the roles and responsibilities of the project management team members.
- It ensures that the project management team works according to the business objectives.
- It checks feasibility of the schedule and user requirements.
- It determines project constraints.

# *Software Project Planning: NEED*

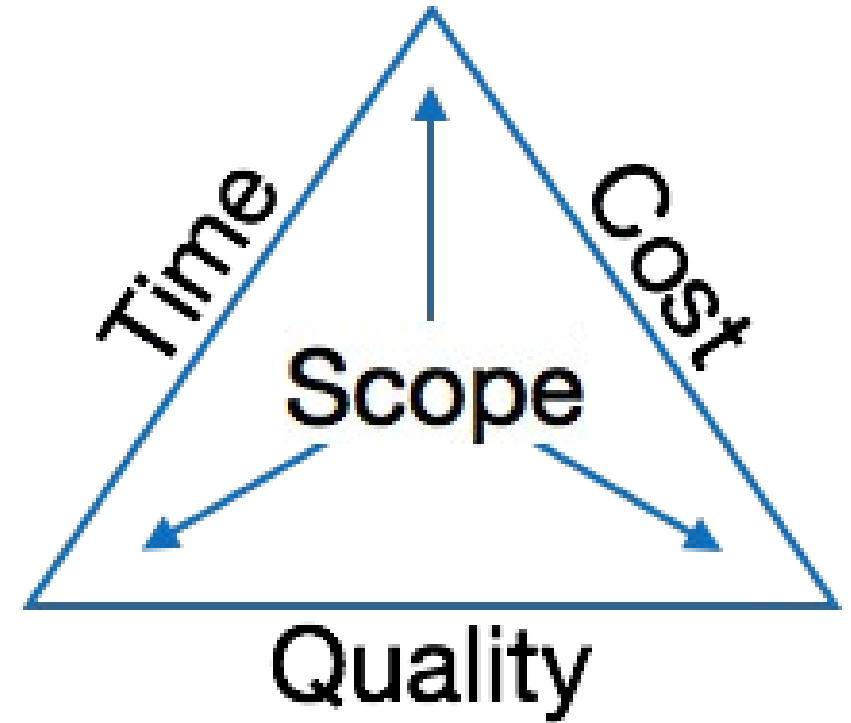
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- Software is said to be an intangible product.
- Most software products are tailor made to fit client's requirements.
- The technology changes and advances so frequently and rapidly that experience of one product may not be applied to the other one.
- All such business and environmental constraints bring risk in software development hence it is essential to manage software projects efficiently.

# *Software Project Planning: CONSTRAINTS*

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- It is an essential part of software organization to deliver quality product, keeping the cost within client's budget constrain and deliver the project as per scheduled.



- There are several factors, both internal and external, which may impact this triple constrain triangle.



# *Decision Making*

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- Decision making refers to making choices among alternative courses of action which may also include inaction.
- Increasing effectiveness in decision making is an important part of maximizing your effectiveness at work.
- Individuals throughout organizations use the information they gather to make a wide range of decisions.
- These decisions may affect the lives of others and change the course of an organization.
- Because many decisions involve an ethical component, one of the most important considerations in management is whether the decisions you are making as an employee or manager are ethical.

# ***Decision Making: Types of Decision***

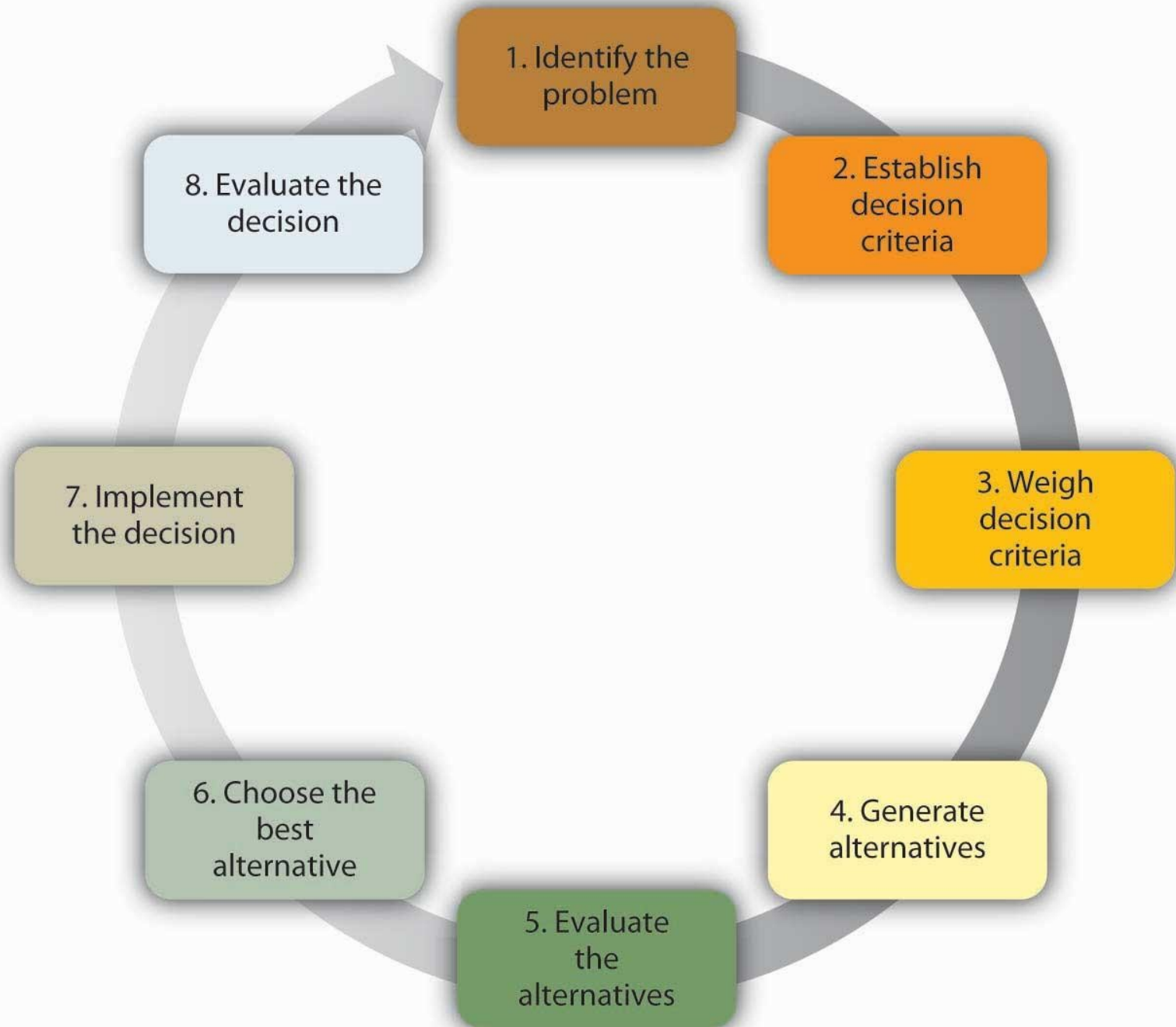
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- Decision making can be classified into three categories based on the level at which they occur.
  - **Strategic Decisions** set the course of organization.
  - **Tactical Decisions** are decisions about how things will get done.
  - **Operational Decisions** are decisions that employees make each day to run the organization.

<i>Level of Decision</i>	<i>Examples of Decision</i>	<i>Who Typically Makes Decisions</i>
Strategic Decisions	Should we merge with another company? Should we pursue a new product line? Should we downsize our organization?	Top Management Teams, CEOs, and Boards of Directors
Tactical Decisions	What should we do to help facilitate employees from the two companies working together? How should we market the new product line? Who should be let go when we downsize?	Managers
Operational Decisions	How often should I communicate with my new coworkers? What should I say to customers about our new product? How will I balance my new work demands?	Employees throughout the organization

# ***Rational Decision Making***

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# ***Decision Making Models***

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## *Decision Making Model*

## *Use This Model When:*

### Rational

- Information on alternatives can be gathered and quantified.
- The decision is important.
- You are trying to maximize your outcome.

### Bounded Rationality

- The minimum criteria are clear.
- You do not have or you are not willing to invest much time to making the decision.
- You are not trying to maximize your outcome.

### Intuitive

- Goals are unclear.
- There is time pressure and analysis paralysis would be costly.
- You have experience with the problem.

### Creative

- Solutions to the problem are not clear.
- New solutions need to be generated.
- You have time to immerse yourself in the issues.



# ***Decision Making Models***

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<i>Individual Decision Making</i>		<i>Group Decision Making</i>	
<i>Pros</i>	<i>Cons</i>	<i>Pros</i>	<i>Cons</i>
Typically faster than group decision making	Fewer ideas	Diversity of ideas and can piggyback on others' ideas	Takes longer
Best individual in a group usually outperforms the group	Identifying the best individual can be challenging	Greater commitment to ideas	Group dynamics such as groupthink can occur
Accountability is easier to determine	Possible to put off making decisions if left alone to do it	Interaction can be fun and serves as a team building task	Social loafing-harder to identify responsibility for decisions