Question 1.

Management, can be defined as a process to achieve organizational goals. A process is a set of activities that are ongoing and interrelated. It is the responsibility of management to see that essential activities are done efficiently (in the best possible way) and effectively (doing the right thing).

The management process consists of four primary functions that managers must perform: planning, organizing, leading, and controlling. It is important to realize that the management process is not always linear. It does not always start with planning and continue through each step until organizational goals are achieved because it is not possible to plan for every problem the organization will face.

The following are the key functions in the management process which are connected as explained below;

Planning

Planning means defining performance goals for the organization and determining what actions and resources are needed to achieve the goals. Through planning, management defines what the future of the organization should be and how to get there. Strategic plans are long-term and affect the entire organization. The tactical plan defines what should be done, who will do it, and the resources needed to do it.

For instance, recall the example used at the beginning of this module. It described how ThyssenKrupp AG decided to become an elevator manufacturing and servicing company because of increased competition from Chinese steel. The management of the company set a goal of deriving most its revenue from elevator-related activities. To do this, the management team made plans to create partnerships or take over existing elevator companies.

Organizing

Once plans are made, decisions must be made about how to best implement the plans. The organizing function involves deciding how the organization will be structured (by departments, matrix teams, job responsibilities, etc. Organizing involves assigning authority and responsibility to various departments, allocating resources across the organization, and defining how the activities of groups and individuals will be coordinated.

In the case of ThyssenKrupp AG, the management had to determine how to support two very different sets of activities if it were to achieve its long-term goal. Management needed to continue steel production activities to provide continuity of funds as the emphasis gradually shifted to elevator production. It also had to develop new skills and resources to build the company's elevator capabilities. A new organizational structure was needed that could support both business activities as one was downsized and the other built up.

Leading

Nearly everything that is accomplished in an organization is done by people. The best planning and organizing will not be effective if the people in the organization are not willing to support the plan. Leaders use knowledge, character, and charisma to generate enthusiasm and inspire effort to achieve goals. Managers must also lead by communicating goals throughout the organization, by building commitment to a common vision, by creating shared values and culture, and by encouraging high performance. Managers can use the power of reward and punishment to make people support plans and goals. Leaders inspire people to support plans, creating belief and commitment. Leadership and management skills are not the same, but they can and do appear in the most effective people.

Controlling

Observing and responding to what happens is called controlling. Controlling is the process of monitoring activities, measuring performance, comparing results to objectives, and making modifications and corrections when needed. This is often described as a feedback loop, as shown in the illustration of a product design feedback loop.

Controlling may be the most important of the four management functions. It provides the information that keeps the corporate goal on track. By controlling their organizations, managers keep informed of what is happening; what is working and what isn't; and what needs to be continued, improved, or changed. ThyssenKrupp had little experience in elevator manufacturing when it was making plans. It was developing new products and processes and entering new markets. The management knew it could not anticipate all the difficulties it would encounter. Close monitoring as the plan progressed allowed the company to make changes and state-of-the-art innovations that have resulted in a very successful transition.

To carry on these activities these employees are given necessary authority and responsibility. This grant of authority results in creation of chain of authority. This chain is divided into three levels which result in creation of three levels of management.

Question 2.

The three different kinds of Managers by both level and area in an organization are as follows;

1. Top level management.
2. Middle level management.
3. Supervisory level, operational or lower level of management.

Top Level Management:

Top level management consists of Chairman, Board of Directors, Managing Director, General Manager, President, Vice President, Chief Executive Officer (C.E.O.), Chief Financial Officer (C.F.O.) and Chief Operating Officer etc. It includes group of crucial persons essential for leading and directing the efforts of other people. The managers working at this level have maximum authority Including; Determining the objectives of the enterprise. Framing of plans and policies. Organizing activities to be performed by persons working at middle level. Responsible for welfare and survival of the organization and Liaison with outside world, for example, meeting Government officials etc.

Middle Level Management:

This level of management consists of departmental heads such as purchase department head, sales department head, finance manager, marketing manager, executive officer, plant superintendent, etc. People of this group are responsible for executing the plans and policies made by top level.

Supervisory Level/Operational Level:

This level consists of supervisors, superintendent, foreman, sub-department executives; clerk, etc. Managers of this group carry on the work or perform the activities according to the plans of top and middle level management. Their authority is limited. The quality and quantity of output depends upon the efficiency of this level of managers. They pass on the instruction to workers and report to the middle level management. They are also responsible for maintaining discipline among the workers.

Question 3.

Below are the different important skills that help managers succeed giving relevant examples for each category;

Communication

In this one it indicates that 90 percent of a project manager's time is spent on communicating with the top management as well as lower level of management. It's essential that project managers can effectively convey vision, ideas, goals, and issues—as well as produce reports and presentations, among other skills. Example can be reporting on the progress of the project.

Leadership

Leadership is the current buzzword in the project management industry, and with good reason: If you can lead, you can deliver. But most importantly, leadership is often what is missing in the project manager’s arsenal of highly developed technical skills.

Team management

Besides leading a team from a strategic perspective, project managers also need to manage from an operational point of view. An effective team manager excels at administering and coordinating groups of individuals by promoting teamwork, delegating tasks, resolving conflict, setting goals, and evaluating performance. An example including insight on how to create a team identity, resolve conflicts, address poor team performance, and many other areas.

Negotiation

Going back to the communication skill a lot of this communication has to do with negotiating the use of resources, budgets, schedules, scope creep, and a variety of other compromises that are unavoidable.

Personal organization

Getting organized personally will immediately improve you as a project manager and definitely you achieve the set targets.

Risk management

If you can predict and create solutions to issues before they arise, you increase your chances of delivering projects successfully. Risks are not urgent; as a result, many project managers fail to consider risks as seriously as they should.

Question 4.

Planning,

Planning is the process of thinking about the activities required to achieve a desired goal. It is the first and foremost activity to achieve desired results. Also, it involves the creation and maintenance of a plan, such as psychological aspects that require conceptual skills.

Or,

Planning refers to a basic management function involving formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources. The planning process identifies the goals or objectives to be achieved, formulates strategies to achieve them, arranges or creates the means required, and implements, directs, and monitors all steps in their proper sequence.

Below are the objectives and principles of planning as follows;

Contribution to objectives, the plans are made for achieving the organizational goals. In this way, both the major as well as the derivative plans are made with a view to contribute in the achievement of organizational goals. planning should be used by the managers as a tool to achieve their goals.

Primacy of Planning, according to this principle, the process of planning is the primary function of all the managers. The managers are required to plan all their actions and then they should proceed with other functions.

Planning Premises, for making the process of planning effective, there are certain presumptions or premises that should be made and the planning is undertaken based on these premises.

Principle of Alternatives, the process of planning involves the development of several alternatives and then the planners select the alternative that is most appropriate for achieving the organizational goals. On the other hand, if different alternatives are not developed, it becomes difficult for the planners to execute the process of planning properly.

Principle of timing, the plans have the capability of contributing significantly in the achievements of the organizational goals if the plans are properly timed. Therefore, the planning premises as well as the policies are not much helpful if the plans are not properly timed.

Principle of flexibility, according to this principle, there should be flexibility in the plans. This is very important because flexibility allows the plans to deal with the contingencies that may develop later. Therefore, the plans should be adjustable so that they can deal with the changes that may develop after the plans have been formulated. However, there are certain dangers associated with flexibility in plans.

Principle of comparative strategies, this requires that while formulating their plans, the managers should also consider the plans made by their competitors. In this way, the managers should formulate their plans by considering what the competition would have done in such a case.

Principle of commitment: according to this principle, a time frame should be provided by the plan during which the commitments made in the plan should be fulfilled. This commitment allows the managers to achieve the targets in time.

Question 5

Below are the steps involved in process of planning in an organization. The steps Includes, Establishing Goals (or Setting Objectives), Determining where the Organization or Subunit Stands Relative to the Goal, Developing Planning Premises, Choosing from Alternatives, Developing Methods to Control the Op-eration of the Plan.

Establishing Goals (or Setting Objectives),

This refers to deciding what the organizational wants or needs. Organizational objectives are integral parts of the planning process. These objectives are often considered as ends since they serve as the focal point for organizational decisions and activities.

Determining where the Organization Stands Relative to the Goal,

Deciding how far the unit is from the goal, what resources it has for reaching the goal, and what its limitations are. This implies that the future must have a realistic basis in the present. Thus, once the goal has been established on a tentative basis, it is the task of management to evaluate it in the light of the organization’s situation.

Developing Planning Premises,

Premises are assumptions about the organizational environment, i.e. about the environment in which the organization exists. The activities of an organization are continually influenced by changing environmental factors, forcing adaptations of current operations and reviews. Efficient managers do tap all resources of information to anticipate and plan methods of coping with such contingencies. Such environmental factors may be either internal or external. Internal factors develop within the organization. An example of this is reduced production costs due to abundant supply of cheap raw materials. Internal factors may also develop within the manager's own immediate scope of authority. In fact, after selecting the goals managers must determine what factors will aid or hinder them in achieving these goals.

Choosing from Alternatives,

The next step in the planning process involves developing "various alternative courses of action for reaching the desired goals, evaluating these alternatives and choosing from among them the most suitable alternative for reaching the goal."

Developing alternative courses of action,

This is where if the existing plan of an organization is not found usable, the manager should develop alternatives from which to choose a new plan. These alternatives should be realistic in the sense that they must be based on existing and potential resources of the organization.

Evaluating the alternatives,

After drawing up a set of feasible alternatives a manager should evaluate and compare them. In this process, he/she should estimate the cost of carrying out each alternative and balance it against the potential benefits that can be desired from it.

Developing Methods to Control the Operation of the Plan,

In this step, we noted that the manager watches the progress under the old plan. This is nothing but controlling the performance of the organization in the light of the plan. It involves "the continual analysis and measurement of actual operations to be established and standards developed during the planning process

Question 6.

The following are the different types of plans. The types include; Objectives, Policies, Rules, Procedure, Programme, Schedules, Budget and Forecasting.

Objectives,

Objectives are plans that will serve to provide direction for subsequent activity. We have a hierarchy of objectives. Primary or basic objectives are determined by the top management. Each department has its own objectives within the framework of basic goals.

Policies,

A policy is a standing plan or answer to recurring questions. It is a continuing decision which applies to repetitive situations. It is a guide to action or decision of a manager. A policy helps keep work in line with objective. Policies are directives providing continuous framework for executive actions on recurrent managerial problems. Policies take the form of general statements to lead managerial activity through proper channel towards the objective. For instance, a firm has a policy of promotion from within.

Rules,

Rules are the simplest type of plan chosen from alternatives. A rule requires that a specific action be taken or not taken with respect to a situation. It is more rigid and more specific than a policy. It guides action but provides no discretion in its strict application.

Procedure,

This is a standing plan acting as a means of implementing a policy. For example, the top management lays down a policy to execute all orders. The procedure of execution of orders will prescribe a sequence of steps that must be followed the receipt of an order till the dispatch of goods to the customer.

Programme,

It is a single use plan. It is a sequence of activities designed to implement policies and accomplish objectives. It gives step-by step approach to guide action necessary to reach predetermined targets. It is an instrument of co-ordination, I. e. a timetable of action. It enables a manager to prepare carefully and systematically for difficulties, before they arise.

Schedules,

Scheduling is the process of establishing time sequence of the work to be done. It is an integral part of programming. A schedule specifies the time when each of a series of actions should take place.

Budget,

A budget is a projection defining anticipated costs of attaining an objective. It is an appraisal of expected expense against anticipated income or a future period. It may be stated in time, materials, money or other units required to perform work and secure specified result.

Forecasting,

Forecasting is based on statistical data and marketing research. Forecasting is a systematic attempt to probe the future based on known information. Planning decisions are based upon intelligent and rational forecasting the future trend of specified events, e.g. price trend.

Question 7.

Below are the reasons where Failure to plan is planning to fail;

Now is the time of year where strategy should be at the forefront of your organization's conversation. Without a clearly defined plan and set of goals, you'll wander aimlessly throughout the next year with no clear roadmap for where you're heading.

Strategy allows your organization the ability to better anticipate and prepare for change. You'll lose valuable momentum and lead time being reactive rather than proactive. Customer expectations, regulatory requirements, competition, and economic changes are all variables that can rock the boat and send you to the bottom of the ocean if you don't have strategies in place.

The lack of a strategic plan can send employee morale down the drain. Besides the obvious paycheck, people need a reason to come to work every day. Without a planned, focused future, morale falls and employee interaction becomes vague and lifeless. A strategic plan sheds light on who is doing what, why they're doing it, and how they individually contribute to the success of the organization.

It drives organizational growth. Succeeding without a plan is possible, and there are plenty of examples of businesses who've seen financial success without one. If you're one of them, consider yourself lucky, but ask yourself this question: Could you have grown and become even more successful if you were better organized?

It sets a benchmark and helps you assess your performance. A strategic plan by nature requires you to measure and document performance. Doing so will allow you to benchmark where you've been, allowing you to adjust your trajectory of where you are going. Documenting data is a wise business decision to keep your organization moving forward.

Question 8:

Below are the two International companies that have failed due to poor strategic planning Nokia and Kodak respectively,

Failure of Nokia Company;

Introduction;

Nokia Corporation, is a Finnish multinational telecommunications, information technology, and consumer electronics company, founded in 1865. Nokia's headquarters are in Espoo - Finland, in the greater Helsinki metropolitan area.

Nokia a mighty firm, well flourished and is known to be the best specifically for its hardware and battery life. It was one of the leading mobile firms. It has a stand and prestige of its own. The users were very satisfied with its services and hardware. Nokia was the name one used to take in amongst the top other brands. Nokia failure is not just a single factor which is responsible for its downfall instead there are many reasons for the downfall of Nokia,

- The mighty firm Nokia sold itself to the Microsoft. This raised many questions like – was the firm incapable of managing the business or was it the Nokia management failure.
- Nokia was very slow to cope up with the prevailing trends like that of the touch screen, sending of the emails and the importance of software with that of the hardware could be some of the reasons of Nokia downfall.
- The emergence of Android which was accepted by the brands like Samsung, Sony, HTC has gripped the roots of the market tight leading to the reason why Nokia lost market share.

- Samsung has launched the Samsung android phones which were cost-effective and user-friendly. When it was, a phase going on to build for the touch-screen phones when the other brands were busy in working on it. Nokia was in the mindset that the touch screen concept will get failed and people will come back to the QWERTY keypad. But it was a huge misconception by the Nokia and Nokia fails in its assumptions, meanwhile, the company has taken the space and users too liked the concept and rapidly switched to the touch-screen format. Then after when Nokia made up to come back with the existing trend, its entrance was too late via windows platform. The operating system of Samsung and Apple was much advanced as compared to the Nokia's Symbian OS. Nokia, however, was unable to get up these mighty giants and was one of the reasons for the collapse of Nokia's Symbian OS. These were the reasons why Nokia failed in smartphones.
- One of the reasons for the failure of Nokia is the incorrect deal of the Nokia with the Windows. The time when Nokia mingled with the windows, windows was already running through the declining phase and the thought of Nokia to regain the windows was not at all proved to be fruitful. When the giants like Samsung was busy with the innovation factor, Nokia was the one who entered late and was much behind in terms of functionalities and innovation. This was the time when Samsung and Apple edged on the Nokia and spread the roots in the market.

- Nokia by the time has realized that they are far back to the mighty giants like that of Samsung, Apple, Sony etc, they also failed to realize that they have lost their hold on the lower ends also. For example, earlier the models of Nokia like 1100 was very popular. Comparatively, when Nokia entered the new trend it failed in its lower end also of manufacturing best model. After some time when it realized with the fact that it should focus on the hardware point also, then it launched the Asha series. Unfortunately, was unable to maintain a stand and it got swiped out of the market.
- Nokia's marketing strategy was not up to the mark. First, the company was unable to come up with the epic sets and have not been implemented the correct strategy of umbrella branding. The customers trust was taken over by the other companies and the selling and distribution management was not proper and it became difficult for the customers to jump back to Nokia, as through awesome innovations Samsung and others have already won the hearts of the customers and people were unable to give the traditional concept phone a thought.

Conclusion.

- In conclusion, the failure of Nokia was, in short, the bad decisions that were taken by it and the avoidance to cope with the advancing world, lack of adoption of new technologies and unfocused innovations. This all made downfall of Nokia.

Failure of Kodak Company:

Introduction,

Kodak was founded in late 1880s, became a giant in the photography industry in the 1970s and filed for bankruptcy in 2012. For almost a hundred years, Kodak was at the forefront of photography with dozens of innovations and inventions, making this art accessible to the consumer.

Why Kodak fail,

- **Lack of organizational agility**

Kodak's lack of strategic creativity led it to misinterpret the very line of work and type of industry that it was operating in which was later devastated with a fundamental shift towards the digital age. Strategic problems were tackled through rigid means, and as mistakes in the manufacturing process were costly, and profitability was high, Kodak avoided risky decisions, and instead developed procedures and policies to maintain the quo.

- **Failed to reinvent itself**

Their failure is usually an inability to truly embrace the new business models the disruptive change opens. Kodak created a digital camera, invested in the technology, and even understood that photos would be shared online. Where they failed was in realizing that online photo sharing was the new business, not just a way to expand the printing business.

- **Complacency**

The organization overflowed with complacency. Kodak was failing to keep up even before the digital revolution when Fuji started doing a better job with the old technology, the roll-film business. With the complacency so rock-solid, and no one at the top even devoting their priorities toward turning that problem into a huge urgency around a huge opportunity, of course they went nowhere.

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