**AFRICA CENTRE FOR PROJECT MANAGEMENT**

**SCHOOL OF ONLINE AND DISTANCE LEARNING**

**NAIROBI KENYA**

**POST GRADUATE COURSE FOR PROJECT PLANNING AND MANAGEMENT**

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**MODULE ONE ASSIGNMENT WORK**

**Qn.1. (work)**

RESTRICTED

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In modern days, there are only four major functions of management which are known widely, these functions are planning, organizing, leading and controlling. Before management book authors could condense the functions of management to four, there were five management functions which were including staffing as the fifth function of management. However, staffing was seen as related to organizing, hence made it not to be one of the functions in the modern management.

Functions of management can be illustrated in the chart below for easy understanding before further explanations of each function;

Planning

Controlling Organizing

Leading

The four functions of management are literally and considered as explained below;

**Planning**

Planning is one of the function of management which means setting an organization’s goal and deciding how best to achieve them. [Planning is decision making](https://iedunote.com/planning-decision-making-relation), regarding the goals and setting the future course of action from a set of alternatives to reach them. The plan helps to maintain the managerial effectiveness as it works as a guide for the personnel for the future activities. Selecting goals as well as the [paths to achieve them](https://iedunote.com/path-goal-theory-leadership) is what planning involves.

Furthermore, planning involves selecting missions and objectives and the actions to achieve them, it requires decision-making or choosing future courses of action from among alternatives. In short, planning means determining what the organization’s position and the situation should be at some time in the future and decide how best to bring about that situation.

Besides that, planning helps maintain [managerial effectiveness](https://iedunote.com/measure-management-effectiveness-performance) by guiding future activities. For a manager to be successful in achieving goals, planning and decision-making require an ability to foresee, to visualize, and to look ahead purposefully.

**Organizing**

Organizing is one of the second functions of management and it can be defined as the process by which the established plans are moved closer to realization. Once a manager [set goals and develops plans](https://iedunote.com/planning-types), his next managerial function is organizing human and other resources that are identified as necessary by the plan to reach the goal. Organizing involves determining how activities and resources are to be assembled and coordinated. Organizing produces a [structure of relationships in an organization](https://iedunote.com/line-and-staff-relationship-in-organization) and it is through these structured relationships that future plans are pursued.

Not only that but also, Organizing is part of managing which involves establishing an intentional structure of roles for people to fill in the organization. It is intentional in the sense of making sure that all the tasks necessary to accomplish goals are assigned to people who can do the best.

More so, the [purpose of an organization structure](https://iedunote.com/organizational-structure-elements) is to create an environment for best human performance. The structure must define the task to be done. The rules so established must also be designed in the light of the abilities and motivations of the people available.

Furthermore, Staffing is related to organizing and it involves filling and keeping filled, the positions in the organization structure. This can be done by determining the positions to be filled, identifying the requirement of manpower, filling the vacancies and [training employees](https://iedunote.com/training-programs) so that the assigned tasks are accomplished effectively and efficiently.

Last but not the least, the managerial functions of promotion, demotion, discharge, dismissal, transfer, and so on are also included with the broad task “staffing.” staffing ensures the placement of the right person at the right position. Basically organizing is deciding where decisions will be made, who will do what jobs and tasks, who will work for whom, and how resources will assemble.

**Leading**

Leading is the third basic managerial function in any organization. The [skill of influencing people](https://iedunote.com/great-leader-qualities) for a particular purpose or reason is called leading. Leading is considered to be the most important and challenging of all managerial activities.

More so, Leading is influencing or prompting the member of the organization to work together with the interest of the organization. Creating a positive attitude towards the work and goals in among the members of the organization is called leading. It is required as it helps to serve the [objective of effectiveness and efficiency](https://iedunote.com/effectiveness-efficiency-productivity-management) by changing the behavior of the employees.

Besides that, Leading involves a number of deferment processes and activates. The functions of direction, [motivation](https://iedunote.com/motivation-definition-meaning), [communication](https://iedunote.com/effective-communication-principles), and coordination are considered a part of leading process or system. Coordinating is also essential in leading. Most authors do not consider it a separate function of management. Rather they regard coordinating as the essence of manager-ship for achieving harmony among individual efforts towards accomplishing group targets.

Furthermore, Motivating is an essential quality for leading. It is the function of management process of influencing people’s behavior based on the knowledge of what cause and channel sustain human behavior in a particularly committed direction. [Efficient managers need to be effective leaders](https://iedunote.com/leaders-are-born-managers-are-made). Since leadership implies fellowship and people tend to follow those who offer a means of satisfying their own needs, hopes and aspirations it is understandable that leading involves motivation leadership styles and approaches and communication.

**Controlling**

Monitoring the organizational progress toward goal fulfillment is called controlling. Monitoring the progress is essential to ensure the [achievement of organizational goal](https://iedunote.com/goal-setting-theory). Controlling is measuring, comparing, finding deviation and correcting the organizational activities which are performed for achieving the goals or objectives. Controlling consist of activities, like; measuring the performance, comparing with the existing standard and finding the deviations, and correcting the deviations.

In addition to that, Controlling activities generally relate to the measurement of achievement or results of actions which were taken to attain the goal. Some means of controlling, like the [budget for expenses](https://iedunote.com/budgetary-controlling-techniques), inspection records, and the record of labor hours lost, are generally familiar. Each measure also shows whether plans are working out. If deviations persist, correction is indicated. Whenever results are found to differ from the planned action, persons responsible are to be identified and necessary actions are to be taken to improve performance. Thus outcomes are controlled by controlling what people do. Controlling is the last but not the least important management function process. It is rightly said, “Planning without controlling is useless”. In short, we can say the controlling enables the accomplishment of the plan.

Furthermore, all the management functions of its process are inter-related and cannot be skipped. The management process designs and maintains an environment in which personnel’s, [working together in groups](https://iedunote.com/people-join-group), accomplish efficiently selected aims. All managers carry out the main functions of management; planning, organizing, staffing, leading and controlling. But depending on the skills and position on an organizational level, the time and labor spent in each function will differ.

**Qn.2. (work)**

Most organizations have three management levels and these are; first-level, middle-level, and top-levelmanagers. These managers are classified according to a hierarchy of authority and perform different tasks. In many organizations, the number of managers in each level gives the organization a pyramid structure. Below are the management levels as showed in pyramid structure;

Top-Level Managers

Middle level managers

First-line (lower) Managers

The following are the types and level of managers in an organization;

**Top-Level Managers**

Top-level managers are the “bosses” of the organization. They have titles such as Chief executive Officer (CEO), Chief operations Officer (COO), Chief marketing officer (CMO), Chief technology Officer (CTO), and Chief financial Officer (CFO). A new executive position known as the chief compliance officer (CCO) is showing up on many organizational charts in response to the demands of the government to comply with complex rules and regulations. Depending on the size and type of organization, executive vice presidents and division heads would also be part of the top management team. The relative importance of these positions varies according to the type of organization they head. For example, in a pharmaceutical firm, the CCO may report directly to the CEO or to the board of directors.

Not only that but also, Top managers are ultimately responsible for the long-term success of the organization. They set long-term goals and define strategies to achieve them. They pay careful attention to the external environment of the organization; the economy, proposals for laws that would affect profits, stakeholder demands, and consumers’ and public relations. They will make the decisions that affect the whole company such as financial investments, mergers and acquisitions, partnerships and strategic alliances, and changes to the brand or product line of the organization.

**Middle Managers**

Middle managers are the second level that managers have titles like department head, director, and chief supervisor. They are links between the top managers and the first-line managers and have one or two levels below them.

Middle managers receive broad strategic plans from top managers and turn them into operational blueprints with specific objectives and programs for first-line managers. They also encourage, support, and foster talented employees within the organization. An important function of middle managers is providing leadership, both in implementing top manager directives and in enabling first-line managers to support teams and effectively report both positive performances and obstacles to meeting objectives.

**First-Line Managers**

The First-line managers are the entry level of management, the individuals “on the line” and in the closest contact with the workers. They are directly responsible for making sure that organizational objectives and plans are implemented effectively. They may be called assistant managers, shift managers, foremen, section chiefs, or office managers.

First-line managers are focused almost exclusively on the internal issues of the organization and are the first to see problems with the operation of the business, such as untrained labor, poor quality materials, machinery breakdowns, or new procedures that slow down production. It is essential that they communicate regularly with middle management.

**Qn.3. (work)**

Management skills are certain attributes or abilities that an executive should possess in order to fulfill specific tasks in an organization. They include the capacity to perform executive duties in an [organization](https://corporatefinanceinstitute.com/resources/knowledge/finance/corporate-structure/) while avoiding crisis situations and promptly solving problems when they occur. Management skills can be developed through [learning](https://corporatefinanceinstitute.com/resources/careers/jobs/corporate-development-guide/) and practical experience as a manager. The skills help the manager to relate with their fellow co-workers and know how to deal well with their subordinates, which allows for the easy flow of activities in the organization.

The project management skills list are sometimes vary in terms of wordings and explanations, but however, to my understanding, there are seven areas that we think it’s important to master to be an effective project manager; these skills are leadership, communication, time management, risk management, planning, negotiation, and subject matter expertise. The details are following of these projects management skill areas:

**Leadership skills**

A project Manager, who wants to be successfully, must learn anything about leadership skill of leading projects. It’s great that leadership is an essential skill to being a good project manager. Project Managers’ leadership role means they lead and manage teams; setting the vision, motivating the team, serving them, coaching them and inspiring others**.**

In addition to that, Project managers must always lead from both a strategic and operational perspective, where they communicate the vision and get team buy-in, we [resolve conflict](https://thedigitalprojectmanager.com/12-conflict-resolution-techniques-workplace/), set goals, and evaluate performance and make sure team members have the tools, money, space and so on that they need to get things done.

Besides that, being a leader is not just about creating a feel-good vibe for our teams, we have to enforce process and keep everyone on the team in line too. And while it’s important to get everyone’s buy-in, we know that we have the final call about what our team works on next, as well as the final [responsibility](https://thedigitalprojectmanager.com/5-project-manager-responsibilities/) for whether the project fails or succeeds. [As Jane Callahan admonishes](https://zapier.com/learn/ultimate-guide-to-project-management/project-management-skills/), “Even if the entire team is up-to-speed, remember that you, the project manager, are still in the lead. That means doing whatever it takes to get the project done, even if it’s outside of your assigned duties.”

Furthermore, every project needs a leader who supports the process, the team and client. They are the team’s number one cheerleader and chief encourager, but at the same time, not afraid to call out the team when they drop the ball; they bring balance to the project and team. Leading them well means to serve them by taking responsibility for how you as a project manager is going to [make your team’s life better today](https://thedigitalprojectmanager.com/10-top-tips-for-project-success-build-a-great-team/). The project manager should be a person that moves big rocks for the project team. Project manager should be the one that greases the wheels and the one to move all the barriers that could get in their way.

The key project management leadership skill to master in leadership is making sure you are leading, rather than just managing. That means providing a vision and a roadmap for success and serving and empowering your team to get there is paramount in project implementation and management.

**Communication skills**

Communication is one of the essential skills for project management and is the ability to communicate well understanding and being understood. Great communication is the central point of any relationship and so the effectiveness of a project manager’s communication has an impact not only on the project team but the client and stakeholders too.

The more touch points Project Managers have with their client, the more solid the relationship will be, and the more likely the project will be a success. [Good communication](https://thedigitalprojectmanager.com/improving-tone-written-communication/) gets project Managers continually realigned, and if they are doing it frequently enough they will ensure that they are successful as they will never deviate far from where the project needs to be a success.

In addition to that, Communication is not always effective unless the persons you are communicating to understand what you are trying to tell them. Frequent and effective communication will ensure that everyone is on the same page and help to avoid uncomfortable conversations and in future.

For the clients, communication and interpersonal skills are important for successful project stakeholder management so that people know what is going on, that they are not surprised. That means Managers need to take very seriously, the responsibility to convey vision, ideas, goals, and issues, as well as produce clear [status reports](https://thedigitalprojectmanager.com/project-status-report-guide/) and project presentations.

Not only that but also, from the client’s perspective, communication of project details in writing and a periodic status report is absolutely essential as it will help to reinforce the message and build rapport. They project Managers must also found status meetings and reports with their teams to be invaluable, as it helps them keep track of next steps, action items, project risks, budgets and process. And for the project teams, communication also is critical. It’s always funny when Project Managers are not communicating with their project teams; Project teams will not do what project Managers want them to do because Managers have not been clear on what they need to do, why they need to do it, how they need to do it, and when they need to do it by. Clear communication and proper briefing is fundamentally about being understood.

More so, communication is just as important in relation to project team dynamics. Human Resource adviser, Fred Holloway’s [observation](http://www.inc.com/magazine/20100501/guidebook-how-to-communicate-with-employees.html) that “You can tie back almost every employee issue attendance, morale, performance, and productivity to communication,” applies just as much to project management as it does to Human Resource, since a core part of the project manager’s role is communicating with the project team. However, effective communication does not just happen. It starts by putting in the time and effort required to get to know your team well, and devising an appropriate communication plan that connects with the different personality types.

The key project management communication skill to master is the ability to listen, to be clear and ensure you are understood. When information flows with the right messaging, at the right time, to the right person, through the right channel, almost any hurdle can be overcome and has leading to successfulness in project implementation and management.

**Planning Skills**

Project scheduling is a core project management skill, but one that surprisingly, many managers do not pay much attention to, says Elizabeth Harrin of [Project Management Perspectives](http://www.esi-intl.co.uk/blogs/pmoperspectives/index.php/15-skills-project-managers-will-need-2015/). But really, what is a project manager without a plan? Project managers’ ability to organize tasks in the right order, to hit the right outcome at the right time is a major part of their jobs as project managers. It is absolutely critical that as project managers, we give scheduling the serious attention it deserves, and along with it, monitoring progress as the project moves forward and making tweaks to ensure that everything stays on track.

More so, there is the large scale obvious planning project managers need to get right to  [create great meeting plans](https://thedigitalprojectmanager.com/project-kickoff-meeting/), [statements of work](https://thedigitalprojectmanager.com/10-top-tips-for-how-to-create-a-statement-of-work-an-introduction/), [estimates](https://thedigitalprojectmanager.com/10-top-tips-for-creating-cost-estimates-an-introduction/), [timelines,](https://thedigitalprojectmanager.com/10-top-tips-for-creating-timing-plans-an-introduction/) resource plans and [briefs](https://thedigitalprojectmanager.com/how-to-brief-better/), to the more tedious planning out your day, who you are going to talk to first, and how you are going to make time to keep your status documents up to date. Planning is all about finding ways to do all that you need to do as efficiently as possible.

Not only that but also, the extent to which a project manager is able to effectively plan will directly impact the project’s ability to be successful. No matter how good you are at executing, without being able to properly plan a project, the project will not succeed.

The project management planning skill is to master planning to the extent that you are always ten steps ahead and always know what is next. That means not only for success but for the disasters too. As a skilled project manager, you have always got a plan up your sleeve.

**Time Management skills**

As project managers, a huge part of your job is determining and communicating how other people will spend their time. But it’s equally important to be aware of how we are [managing our own time](https://thedigitalprojectmanager.com/10-important-project-management-skills/). Steven Covey’s quote, *“*The enemy of the best is the good*,”*applies really well when it comes to the project manager’s management of time and their team**.** There are a million and one good things you could be doing, but a good project manager recognizes that only a few things fall into the category of “best” and these few things are what need to come first each day. Knowing when to say “No” is a critical project management skill.

More so, the problem is that, important tasks usually get trumped by urgent tasks. So if you’ve got a limited amount of time in your day, how can project managers make sure they [set aside time for important tasks](https://thedigitalprojectmanager.com/stressed-project-manager/) so they do not get totally stressed out? It’s all about nailing the difference between urgent and important and Eisenhower’s famous [prioritization matrix mapping.](https://www.mindtools.com/pages/article/newHTE_91.htm) As Eisenhower pointed out, “What is important is seldom urgent and what is urgent is seldom important.”

Furthermore, meetings are some of the biggest thieves of time. Between meetings that unjustifiably overrun their allocated time to those that are totally unnecessary, project managers must have to learn that, saving valuable time by engaging critical thinking skills that help them weigh what is important and what is not, and so have developed the ability to know when *not*to have a meeting or to simply pull the plug on a meeting that’s gone off the rails. This is a valuable aspect of time management and a critical [skill](https://thedigitalprojectmanager.com/project-management-skills/) for project management that every good project manager must develop. A good strategy that works really well in managing meeting time it to always have an agenda and stick to it.

Last but not the least, successful project managers also respect their teammates’ time, so being able to read the body language of people in the room is also critical to ensuring that you’re staying on course. Lastly, look for opportunities to delegate responsibilities, multi-task, or rearrange your schedule as necessary.

The project management time management skill to master is doing the right thing. If a project managers can make sure they do not get caught up in wild goose chases on their projects and can stick to focusing the best part of their time on the important things everyone will win to achieve the overall goals of the projects.

**Risk Management skills**

Risk management refers to the practice of identifying potential risks in advance, analyzing them and taking precautionary steps to reduce the risk. Project managers are always an easy target when projects do not go as planned. Regardless of the circumstances, everyone wonders whether the project manager could have foreseen and prevented the risk before it became an issue. Project sponsors hate surprises and good risk management is one way of avoiding surprises, especially the nasty ones. Risks are often not urgent which means many project managers fail to consider risks as seriously as they should. You can stay on top of your project by controlling risk, and actively mitigating against it as far as you can.

Furthermore, the skill for [effective risk management](https://thedigitalprojectmanager.com/10-tips-for-project-success-manage-risk/) is really experience; it knows what could go wrong. And having the humility to ask your team too. A project manager obviously first need to [identify risk](https://thedigitalprojectmanager.com/10-tips-for-project-success-manage-risk/) and the earlier you do that, the better your chances of avoiding the risk occurrence. However, risk identification must be followed by a risk plan for what to do about them. This involves assigning a probability, a cost, an owner and using mitigation strategies that are suitable for the risk and the appetite for the client for things going wrong. These action plans need to be incorporated into your main plan and tracked as well.

Not only that but also, effectively managing that risk has massive benefits that the project managers realized. Project managers’ clients are going to be happier because they are able to improve delivery for their clients and be more efficient with their clients’ resources to provide them with better value for money.

The project management risk management skill to master is the ability to identify risks well before they become issues, and come up with effective mitigation plans so that the risk of them ever becoming issues is nullified.

**Negotiation Skills**

Negotiation is a method by which project managers settle differences with donors, partners and so on. It is a process by which compromise or agreement is reached while avoiding argument and dispute. In any disagreement in project management, donors, partners, stakeholders and so on understandably aim to achieve the best possible outcome for their positions in the organizations they represent. However, the principles of fairness, seeking mutual benefit and   
maintaining a relationship are the keys to a successful outcome.

Furthermore, Project management is often brings together a disparate group of people, often with competing interests, and project managers’ job are to get these different interests on the same page, so that they can accomplish project goals. In other words, a good project manager must be an excellent negotiator with donor, stakeholders and other implementing partners.

More so, “Negotiating the use of resources, budgets, schedules, [scope creep](https://thedigitalprojectmanager.com/scope-creep/), and a variety of other compromises that are unavoidable” for a project manager says [Cesar Abeid](https://www.liquidplanner.com/blog/6-essential-skills-for-project-managers/), and “knowing how to negotiate well so that all parties are satisfied is a key skill for the successful project manager.”

As project managers they can find themselves negotiating with everyone, every day. Whether they are negotiating for resource from their donors, fellow project managers, negotiating for support from senior management, negotiating with third party suppliers or with clients, there are always disparate interests that they need to try and align. The key to successfully negotiating is to win without burning any bridges.

Furthermore, negotiation skills require that project managers invest time to understand relationships and stakeholders’ interests, so that we can clearly identify what is needed to move their projects forward. Failure to do this puts project managers at risk of ignoring critical relationships, which will, unfortunately lead to failure.

Last but not the least, discussions about budgets, resource allocation, and timelines can become adversarial and counterproductive if not handled tactfully. Successful project managers know how to find compromises where possible and how to hold a firm line without damaging their workplace relationships. The key project management negotiation skill to master is finding that middle ground, working out compromises so that everyone that matters feels like they have won!

**Subject matter expertise**

Even if you think you’ve got those other project management skills nailed, subject matter expertise is always an area to grow in because the world of digital is moving so fast; there’s always something new to learn. A good project manager needs to know enough to first come up with a plan and then to execute and manage it properly, and lead the team into success**.**

More so, effective project managers need to know, ‘just enough to be dangerous’ about the work that their teams execute. You need to know the platforms and systems your teams use, and the possibilities and limitations of those so that you can have intelligent and informed conversations with clients, team, stakeholders, and suppliers.

In addition to that, the projects’ managers have got to have a solid knowledge of the process of delivering and an understanding of how and why they are done that way, even if your job is not actually technical. Knowing technically what is feasible, and what is not and even more importantly, how much work might be involved in a type of project is invaluable. It means a project manager can very quickly give estimates as to the length of time and cost of a project. It is also very helpful when you are managing developers coming up with workarounds to issues or being able to ascertain whether or not enough progress is being made as it should. It also very useful in client facing situations as it gives you the confidence to explain where a project is really at, rather than having to give vague answers about the project being in development.

Not only that but also, critical to gaining sound knowledge is putting in the time to learn.  Learning is important. Not only does it give us better grasp of the projects we lead, it helps us to better understand and interact with our teams, clients and stakeholders and the functional leaders within the organization. The result is successful project delivery every time.

Last but not the least; it is worth trying to develop subject matter expertise not just for project management and your project management toolkit, but across the full [project lifecycle](https://thedigitalprojectmanager.com/project-management-lifecycle/). That means understanding how things work in strategy, service design, product design, creative conception, user experience, design, content development, front end development, back end development, content delivery networks, analytics and social media.

**Conclusion:**

Creating realistic project plans, budgets, estimating time and effort, and so on are all things that a good project manager must do. But keeping your work organized and your teams informed and happy is critical to your success and these skills are what you need to achieve these. Projects managers will incorporate these skills into their work if they are not already doing so, and if they are, well, keep at it. These are great skills that will help them become the best project managers they can be. So, project managers must always [test themself](https://www.mindtools.com/pages/article/newPPM_60.htm) and see what areas they may need to work on.

**Qn. 4. (Work)**

Planning is a major and primary function of management. Planning is the process by which the managers of an organization set objectives, make an overall assessment of the future, and chart the courses of action with a view to achieving the organizational goals. No organization can operate properly without planning. Planning is a preparatory step for action. It means systematized pre-thinking for determining a course of action to achieve some desired result.

Planning is essentially a process of deciding in advance what is to be done, when and where it is to be done, and how it is to be done, and by whom. To plan is to look ahead and chalk out the future course of operations of an enterprise.

Through planning, the manager fixes the objectives of the organization as a whole and, in the light of this, the goals of its various departments. Then he or she proceeds to prepare a kind of ‘blueprint’ mapping out the ways of attaining these objectives.

**Objective of planning**

Objective of planning is a goal or end toward the attainment of which plans and policies are directed. The following are the details of the types of objectives;

**Time-Related Objectives**

One type of objective includes a time factor. These objectives are short-term, medium-term or long-term, ranging from one month to several years. Planning that includes short-term objectives specifies what immediate results are expected from actions currently in progress. These objectives focus on day-to-day activities.

Not only that but also, Medium-term objectives are results that influence the annual budgets, reports and strategies that makes managers to be perfect in their work in organizations. They deal with monthly action plans. Long-term objectives look at results the company or organization needs to meet its overall goals. They focus on results from yearly reviews. Planning specifies time-related objectives as an overall framework for plan implementation.

**Monitoring Routine Objectives**

Some objectives don't have a specific time frame but deal with expected results from routine, continuous activities. Normal production levels translate into routine objectives. Monitoring safety to prevent the accident rate from rising involves routine objectives. Such objectives typically remain at a constant rate.

Furthermore, Management monitors routine objectives for deviations from the norm and to institute corrective action if necessary. Planning specifies routine objectives and assumes the company will meet them as it has in the past.

**Development Objectives for New Initiatives**

While time-related objectives deal with normal activities within a time frame and routine objectives deal with regular activities, development objectives result from new initiatives. External change imposed on a business or internal changes motivated by new goals result in planning for new development. Such plans specify new activities and estimate the results. These desired results translate into objectives at the various organizational levels.

Since the activities are new, the objectives may not be realistic and managers have to be ready to make adjustments to this type of objective.

**Principles of Planning**

Principles of planning are fundamental, generally accepted theological used to support objectives and prepare standards and plans. The following are the types of principle;

**Principle of Commitment**

This means that certain resources must be committed or pledged for the purpose of planning. Planning is not an easy task. So, necessary help is to be taken from experts. The enterprise must be ready to exhaust the available resources for the achievement of a plan.

**Principle of the Limiting Factor**

A plan involves varied factors of different importance. This principle implies that more emphasis has to be put on that factor which is scarce or limited in supply or extremely costly. This will help in selecting the most favorable alternative.

**Principle of Reflective Thinking**

Planning, being an intellectual activity is based on rational considerations. These involve reflective thinking which signifies problem-solving thought process a process by which past experiences are superimposed on the facts of the present situation and possible future trends. None can be a planner whose mind is not active, who does not possess any deliberate power and whose sense of judgment is not strong.

**Principle of Flexibility**

Though a plan is prepared after reflective thinking, this does not mean that no departure can be made in the course of its operation. The plan should be so prepared that there is sufficient scope for changing it from time to time. Changes must necessarily be effected in the plan for taking into account new developments that may take place in the course of the operation of the plan.

**Principle of Contribution to organizational Objectives**

A major plan is prepared and it is supported by many derivative plans. But all plans must contribute in a positive way towards the achievements of the organizations’ objectives.

**Principle of Efficiency**

A plan should be made efficient to attain the objectives of the enterprise at the minimum cost and least effort. It must also achieve better results with the minimum of unexpected happenings. Therefore, it is to be seen that what is expected is likely to be achieved.

**Principle of Selection of Alternatives**

Planning is basically a problem of choosing. The essence of planning is the choice among alternative courses of action. There is no need for planning if there is only one way for doing something. In choosing from alternatives, the best alternative will be that which contributes most efficiently and effectively to the accomplishment of a desired goal.

**Principle of Planning Premises**

A plan is prepared against some foundations or backgrounds known as ‘Planning Premises’. There must be complete agreement among the managers in respect of planning premises over which the structure of plan is to be framed.

**Principle of Timing and Sequence of Operations**

Timing and sequence of operations determine the starting and finishing time for each piece of work according to some definite schedule and give practical and concrete shape and form to work performance.

**Principle of Securing Participation**

To secure participation of the employees with whole-hearted co-operation in execution of the plan, it is necessary that the plan must be communicated and explained to them for their full understanding. This understanding provides the basis for additional knowledge about new facts and matters to the employees. This is needed for improvement in the quality of planning. It also ensures an obligation of the personnel of the enterprise to execute the plan by individual and joint participation.

**Principle of Pervasiveness**

Though major planning function is entrusted to the top management, it is not restricted to the top level only. It is a function of every manager at every level in the organization.

**Principle of Strategic Planning**

Strategic planning is essential where there is competition. It is prepared in the light of what the competitors are intending to do. Planners must take into account the strategies of the rival organizations; otherwise the planning projection may land them in trouble.

**Principle of Innovation**

A good system of planning should be responsive to the opportunities for innovation. Innovation consists in creating something new for increasing satisfaction of the consumers. This may also be stated as an important strategy of business. Innovation is a necessity for its sustaining growth in this dynamic world. Innovation is achieved through research and development and planning is required to provide such scope.

**Principle of Follow-up**

In the course of execution of a plan, certain obstacles may crop up in midway and planning may require revision, alteration or correction. This is why there must be a follow-up system in the planning process itself. This allows timely changes in the planning and makes it more effective.

**In conclusion**

Systematic planning is essential for the success and survival of any organization. Organizations fail not because they don’t plan, but because they don’t plan in an effective way. An understanding of the following principles helps one to achieve effectiveness in planning, so that you can guard yourself against the possible mistakes that are often committed by managers.

**Qn. 5. (work)**

Planning process is the development of goals, strategies, task lists and schedules required to achieve the objectives of a project in an organization. The planning process is a fundamental function of management and should result in the best possible degree of need satisfaction given the resources available.

**There are eight main steps involved in the planning process of an organization. The steps are: Perception of Opportunities, Establishing Objectives, Planning Premises, Identification of Alternatives, Evaluation of Alternatives, Choice of Alternative Plans, Formulation of Supporting Plan and Establishing Sequence of Activities. The following are the details of planning process steps;**

**Perception of Opportunities**

Perception of opportunities is not strictly a part of the planning process. But this awareness of opportunities in the external environment as well as within the organization is the real starting point for planning. It is important to take a preliminary look at possible future opportunities and see them clearly and completely.

All managers should know where they stand in the light of their strengths and weaknesses, understand the problems they wish to solve and know what they gain. Setting objectives depends on the awareness. Planning requires realistic diagnosis of the opportunity situation.

**Establishing Objectives**

This is the second step in the planning process. The major organizational and unit objectives are set in this stage. This is done for the long term as well as for the short range. Objective specify the expected results and indicate the end points of what is to be done, where the primary emphasis is to be placed and what is to be accomplished by the various types of plans.

More so, organizational objectives give direction to the major plans, which by reflecting these objectives define the objective of every major department. Major objectives, in turn, control the objectives of subordinate departments and so on down the line.

Furthermore, the objectives of lesser departments will be more accurate if subdivision managers understand the overall enterprise objectives and the derivative goals. Managers should also have the opportunity to contribute their ideal to setting their own goals and those of the organization.

**Planning Premises**

After determination of organizational objectives, the next step is establishing planning premises that is the conditions under which planning activities will be undertaken. Planning premises are planning assumptions the expected environmental and internal conditions.

Furthermore, thus planning premises are external and internal. External premises include total factors in task environment like political, social, technological, competitors, plans and actions, government policies and so on. Internal factors include organization’s policies, resources of various types, and the ability of the organization to withstand the environmental pressure. The plans are formulated in the light of both external and internal factors.

More so, the nature of planning premises differs at different levels of planning. At the top level, it is mostly externally focused. As one moves down the organizational hierarchy the composition of planning premises changes from external to internal. The major plans both old and new will materially affect the future against which the managers at lower units must plan.

**Identification of Alternatives**

The fourth step in planning is to identify the alternatives. Various alternatives can be identified based on the organizational objectives and planning premises. The concept of various alternatives suggests that a particular objective can be achieved through various actions.

For example, if an organization has set its objectives to grow further, it can be achieved in several ways like expanding in the same Field of business or product line diversifying in other areas, joining hands with other organizations, or taking over another organization and so on. Within each category, there may be several alternatives.

The most common problem is not finding alternatives but reducing the number of alternatives so that the most promising may be analyzed. Even with mathematical techniques and the computer, there is a limit to the number of alternatives that can be thoroughly examined. The project manager must usually make a preliminary examination to discover the most fruitful possibilities.

**Evaluation of Alternatives**

The various alternative course of action should be analyzed in the light of premises and goals. There are various techniques available to evaluate alternatives. The evaluation is to be done in the light of various factors. Example, cash inflow and outflow, risks, limited resources, expected pay back and so on.The alternatives should give us the best chance of meeting our goals at the lowest cost and highest profit.

**Choice of Alternative Plans**

This is the real point of decision-making. An analysis and evaluation of alternative courses will disclose that two or more .ire advisable and beneficial. The fit one is selected.

**Formulation of Supporting Plan**

After formulating the basic plan, various plans are derived so as to support the main plan. In an organization, there can be various derivative plans like planning for buying equipment, buying raw materials, recruiting and training personal, developing new product and so on. These derivative plans are formulated out of the basic or main plan and almost invariably required to support the basic plan.

**Establishing Sequence of Activities**

After formulating basic and derivative plans, the sequence of activities is determined so those plans are put into action. After decisions are made and plans are set, budgets for various periods and divisions can be prepared to give plans more concrete meaning for implementation.

The overall budgets of an enterprise represent the sum total of income and expenses, with resultant profit or surplus, and budgets of major balance sheet items such as cash and capital expenditures. Each department or programs of a business or other enterprise can have its own budgets, usually of expenses and capital expenditures, which tie into the overall budget. If done well, budgets become a means of adding together the various plans and also set important standards against which planning progress can be measured.

**Qn. 6. (work)**

Planning is a pervasive function of management; it is extensive in its scope. All managers in organizations across all levels must always participate in planning. However, the plans made by the top level managers will differ from the ones that lower managers make. Plans also differ from what they seek to achieve and what methods will be used to achieve them. The following are types of plans that managers deal with;

**Objectives**

This is the first step in planning the action plan of the organization. Objectives are the basics of every company or organization and the desired objective or result that the company plans on achieving, so they are the endpoint of every planning activity. For example one of the objectives of an organization could be to increase sales by 20%. So the manager will plan all activities of the organization with this end objective in mind. While framing the objectives of the organization some points should be kept in mind as below in dots;

* Objectives should be framed for a single activity in mind.
* They should be result oriented. The objective must not frame any actions.
* Objectives should not be vague; they should be quantitative and measurable.
* They should not be unrealistic.
* Objectives must be achievable.

**Strategy**

This is the next type of plan, the next step that follows objectives. A strategy is a complete and all-inclusive plan for achieving said objectives. A strategy is a plan that has three specific dimensions; establishing long-term objectives, selecting a specific course of action and allocating the necessary resources needed for the plan.

Not only that but also, forming strategy is generally reserved for the top level of management. It actually defines all future decisions and the organization’s long-term scope and general direction.

**Policy**

Policies are basically a guide to channelize energies towards a particular strategy. It is an organization’s general way of understanding, interpreting and implementing strategies. Like for example, most companies or organizations have a return policy or recruitment policy or financial and procurement policy and so on.

More so, policies are made across all levels of management, from major policies at the top-most level to minor policies. The managers need to form policies to help the employees navigate a situation with predetermined decisions. They also help employees to make decisions in unexpected situations.

**Procedure**

Procedures are the next types of plan. They are a stepwise guide for the routine to carry out the activities. These stepwise sequences are to be followed by all the employees so the activities can be fulfilled in an organized manner.

The procedures are described in a chronological order. So when the employees follow the instructions in the order and completely, the success of the activity is pretty much guaranteed. For example taking the procedure of admission of a student in a college. The procedure starts with filling out an application form. It will be followed by a collection of documents and sorting the applications accordingly. Procedures always differ from organizations to organizations and this is a mandatory for each organization to have procedures to be followed for the successful management of the institutions.

**Rules**

Rules are very specific statements that define an action or non-action. Always, rules allow for no flexibility at all, they are final. All employees of the organization must compulsorily follow and implement the rules. Not following rules can have severe consequences. This is commonly been practiced by most of the organizations in the world.

Rules create an environment of discipline in the organization. They guide the actions and the behavior of all the employees of the organization. The rule of “no smoking” is one such example.

**Programs**

Programs are an in-depth statement that outlines an organization’s policies, rules, objectives, procedures and so on. These programs are important in the implementation of all types of plan. They create a link between the organization’s objectives, procedures and rules. Primary programs are made at the top level of management. To support the primary program all managers will make other programs at the middle and lower levels of management.

**Methods**

Methods prescribe the ways in which specific tasks of a procedure must be performed. More so, methods are very specific and detailed instructions on how the employees must perform every task of the planned procedure. So managers form methods to formalize routine jobs.

In addition to that, methods are very important types of plan for an organization. They help in many ways like; give clear instructions to the employees, removes any confusion, ensures uniformity in the actions of the employees, standardizes the routine jobs and acts as an overall guide for the employees and the managers.

**Budget**

A budget is a statement of expected results the managers expect from the organization. Budgets are also a quantitative statement, so they are expressed in numerical terms. A budget quantifies the forecast or future of the organization.

There are many types of budgets that managers make in organizations. There is the obvious financial budget that forecasts the projects activities to be implemented. Budgets always have budget lines for each activities of the project with a brief justification as to why such activities are been budgeted for. Then there are operational budgets generally prepared by lower-level managers. Cash budgets monitor the cash inflows and outflows of the organization.

There are always budgets’ reviews, which are done by project teams including project managers to adjust on some budget lines which are been over spent. These may be because of under budgeting in the previous allocation of budget. This is always been done in consultation with the donors of the projects.

**Qn. 7. (work)**

There is a popular proverb often attributed to Benjamin Franklin, the father of time management, saying "Failing to plan is planning to fail." The quote may sound like music to people’s ears but planning for business analysis work is a key area which tries to address in on the importance of planning in any development project. Planning is a step that is often overlooked.

Furthermore, in the absence of proper planning in an organization can detrimentally affect timely meeting of the on-going project deliverables. To avoid such a failure, it is vital that a project manager to ensure that the requirement of planning activity is given due importance, so that everything is under complete control.

Besides to that, the project manager ensures that, the given power of execution to get the things delivered with the required level of quality and within the defined time frames is essential in any organization. The following are some of the key pointers essential to effective project planning processes that leads always to successful achievement of the goals of the projects;

Develop project management plan; this is where project managers develop road map on how to management the entire project, of course there are a lot of changes and the must be strategy put to manage those changes.

Not only that but also, plan scope management; this is where project managers plan to define and manage scope itself; it’s a plan that give project managers guidance on how to do many things. Also on this process we have requirements management plan as an out that make project managers to collect all requirements such as basic requirements, technical requirements, functional requirements and so on to get good understand on what project beneficiaries want. If the project managers understand what requirements beneficiaries want, they have to know the parameter of the project to better have good ideas on what is there and not there in the project.

More so, plan schedule management; this is where the project managers put all the plans together on how to manage time of the project, on how to define activities and sequence activities. Project managers have to define the activities of the projects list of activities are created and to be sequenced to start and finish relationship. Another important thing in planning is to estimate activity resources to determine what kind of effort are you thinking about, the time to accomplish the activity, how many people are you looking for, what skills level needed them to do that activity. The project manager must estimate activities duration on how long the activity will take and by one person or two persons to do that activity. Develop schedule after you have estimate duration for the project. This is where you get all the information you assembled so far as you put it from the start day to the end day of the project.

Furthermore, Plan cost management; this is where a project manager plans to estimate a budget for the project. How much will the project for each activity coast and this one lead the project manage to estimate the coast of the project. Here a project manager determines the budget to overall budget that determining for the whole project.

In addition to that, plan quality management; this is where a project manager identifies the quality standard to be adhering to on the project. This is where processes improvement plan is followed to guide the project manager on quality assurance.

More so, plan human resource management; this plan guides the project manager and the team, on how to acquire the team, develop and manage the team. This is a plan on how to do those activities of the project.

Not only that but also, plan communication management; this is where the project manager think what to communicate, why, how, when and to who? The project manager must know those people to communicate with, for example; donors, other stakeholders like government, local authorities and the top management of the organization. This will give a good flow of communication system if plan well by project manager.

Besides to that, plan risk management; this is where the project manager needs to plan for uncertainty that impact the project. How the project manager and the team going to manage uncertainty that could impact the project, so the how is many in the documented in the risk management plan and the plan is execute by identifying risks on next process, in identify risks, you want to identify those negative risks for far and positive risks so opportunity that may be available. To identify these risks, perform qualitative and quantitative risks analysis. The main aim of this plan is to rank these risks from top to bottom, and ranking could be subjective, you rack the risks in terms of how probable they could be or you rank it term of how impactful. So it’s important for the project manager to plan for risks urgency that you to take care of the day, if a project manager do not take care of the risks, it may get worst and hinder the project. The project manager should plan to the responses for this identified risk.

In addition to that, procurement management plan; in this plan, project manager and the team think of what they need to be procured from external private sectors for the project. This is how the project manager plan to do it, the contracts’ types involved and how the project team going to carry out the procurement contracts’ processes.

Last but not the least, plan stakeholders’ management; this is where a project manager plans how to keep the project’s stakeholders those are already been identified and engaged. The project manager may be planning to meet and have face to face consultation with stakeholders.

**Conclusion**

A holistic approach is absolutely essential and indispensable for the success of the project. It takes effort to leverage and climb the ladder of success. The planning stage gives a high level understanding of the intended project. It gives the project team a pulse of the current systems and processes, while evaluating the existing deficiencies and identifying the key objectives that need to be addressed in the proposed projects’ management activities. So it’s important for every project manager to plan well so that he or she will not fall a victim of “failing to plan is planning to fail.”

**Qn. 8. (Work)**

There are many successful international companies in the World and only some a few which are not successful due to luck of strategic planning and poor management. In the world today, there are two most successful and powerful international companies which are found in America because of their excellent companies’ strategic planning which help them to manage successful the affairs of the companies. These are details as below for each company;

**Apple Company**

Apple Inc. is the creation of Steve Jobs and Steve Wozniak. It is the manufacturer of computers, computer software, digital media products, and other consumer electronic items. The most recognized and successful products include the Macintosh line of computers, and the Apple iPad, iPod, and iPhone. The company has been in business for over thirty years. The brand began with the creation of its first computer the Apple I, which was a "hobby computer." Apple Computer was not actually founded until 1976 and its first full computer, the Apple II, was not released to the public until one year later in 1977. Since its inception, the company has flourished. In recent years, under the leadership of the late Steve Jobs, Apple moved to the top of the technology chain. Following the passing of Jobs, Apple continues to thrive under the leadership of the new CEO Tim Cook, with annual sales on the rise.

Not only that but also, Apple is a company that rarely follows the innovations of its competitors. This is at the core of why it such a phenomenal success and why it is different from other computer companies. In fact, it is often ahead of other companies in its innovations, such as the iPad, iPod and iPhone. The creation of the Macintosh was what originally put Apple on the path of success. This line of computers stood out from personal computers in several ways, including appearance and functionality. Apple prides itself in creating items that engineers and executives want and need. In this way they create items that people need and want, as opposed to creating items that consumers must be convinced that they need. The company also appeals to people who are not tech-savvy. Its products are kept simple, usually with one version of an item released at a time as opposed to multiple versions of a single product. Products made by Apple are also kept as simple as the level of technology will allow, which is appealing for many of its consumers.

The second successful international company is **Google Company**; Google is a company that provides numerous services for consumers and businesses. It is most often recognized as a search engine. It incorporates a number of online technologies, such as Gmail, which is a free email service provider, and Google Chrome which is its browser. Other products that fall under Google include YouTube and Blogger, a common blogging platform. Google owes much of its success to ads. The company was the first to auction ads. These ads appear alongside the results of searches. In fact, ninety-nine percent of the company's revenue comes from advertising. The success of Google's advertising auctions have been adopted by competing search engines, such as Yahoo! and MSN. The speed and relevancy of the Google search engine and its results are both additional reasons for its overwhelming success.

Google has been in business since 1998. It was founded by two Stanford graduate students who originally named the search engine BackRub. They started the company in Menlo Park, CA out of a garage. In its first year it was labeled as one of the "Top 100 Web sites and Search Engines for 1998" by *PC Magazine*.

The company differs from its competition in search results, tools and features, and design. Unlike other search engine companies, Google also engages heavily in technological research beyond the Internet. One prominent example is the Google driver-less car, an artificial intelligence system designed to drive cars without the help of a person. Another ongoing project is known as Google fiber, a system of fiber optic networks which now exist in limited locations. Google is also unique in that it has a variety of popular products on the market. This includes the browser-based Google operating system, also known as the Chrome OS, which powers Chromebooks, their new Chrome laptops. Another famous Google product, which also contributes to the company's success, is the Android operating system. Android powers a large percentage of the tablet computers on the market, and more cell phones around the world than Apple's iPhone. Google has also acquired several businesses such as Zagat and Motorola Mobility.

**Conclusion**

Apple and Google companies are successful because they are taking international strategy seriously. These companies value the people and processes that are critical to global endeavors. Driving international revenue, at most modern businesses, hinges on two key functions within the company: global marketing and localization. Fast-growing companies prioritize these areas, usually by assigning an executive who helps drive strategy for international markets. Apple and Google companies are always working with the rightful partners that making them to be the best in the world market today.

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