**Questions for module one**

1. **What are the four basic functions that comprise the management process? Explain briefly how they are related to each other**
2. **Planning**: - planning as a formal process whereby managers choose goals, identify actions to attain those goals, allocate responsibility for implementing actions to specific individuals or units, measure the success of actions by comparing actual results against the goals, and revise plans accordingly.
3. **Organizing: -** organizing refers to as the process of deciding who within an organization will perform what tasks, where decisions will be made, who reports to whom, and how different parts of the organization will coordinate their activities to pursue a common goal.
4. **Leading:** - Leading as the process of motivating, influencing, and directing others in the organization to work productively in pursuit of organization goals. Leading also entails articulating a grand strategic vision for an organization and becoming a tireless advocate for that vision.
5. **Controlling**: - Controlling as the process of monitoring performance against goals, intervening when goals are not met, and taking corrective action. Controlling is just as important as planning, strategizing, and organizing. An organization without a clear controlling systems to verify that performance is hitting goals, an organization can veer off course. Controlling is also linked to planning and strategizing and to organizing. Controlling requires managers to compare performance against the plans to monitor how successful an organization is at implementing a strategy.

* These four stages are related; they complement each other through guidance offer to project management team. No stage among them which stand alone or independently in any level that does require the other. They all need each other for the project to excel. Single project activity passes through these levels otherwise

1. **Identify the three different kinds of managers by both level and area in an organization**
2. **General Manager**: the overall of the division or the CEO involves in leading and directing employees. Planning and overseeing all administrative functions in the organization at large are the responsibilities of general manager.
3. **Functional manager:** the functional manager always responsible for employees’ works to meeting the functional objectives. The manager reign over organization units, authority and other sensitive that requires management attentions. The manager work as a regulator of the business firm, Bar of Association and allocate projects etc.
4. **Frontline manager:** the Front-line management is the level of management that oversee a company's primary production activities. The manager main functions, concerns with employees’ motivations in good and tough times towards their job descriptions as well as their personal needs. The serve as a bridge boosting relationship between organization and employees. The onus task of the frontline manager is administrative activities.

Functional manager is accountable to manage people with specific skills and different resources within a department. The management levels such as general manager, functional manager and frontline mangers positions require a proper skills gained by the manager before assuming the position. Well coordination and loyalty towards project is the significant in any position.

1. **Identify the different important skills that help managers succeed giving relevant examples for each category**.

The different skills that help managers succeed are:

1. The manager must be competent in management skills in order to deal with manpower based on the organizational mission that group striving to accomplish. Management skills consist of planning process, good communication skills which creates mutual relationship between a manager and staff, decision-making, delegation, problem solving and motivation.
2. These skills can be summed up into three different skills as follows
3. **Technical skills** – the ability and the knowledge need to perform a specific task in project management level.
4. **Interpersonal skills** – the qualities and behaviors requires for manager to interact with the organization employees or subordinates. In other word, human skills or human relation skills, require communication and attention to relationships with others.
5. **Conceptual skills** – allow a manager to visualize the entire organization and work with ideas and the relationships between abstract concepts.
6. **What is planning? Explain the objectives and principles of planning.**
7. Planning is the knowledgeable process, the conscious determination of the courses of actions, the basing decisions on the purpose, acts and considered estimates. In other word, it a goal-oriented toward the accomplishment of the group objectives.
8. The objectives of planning are that all the activities of the organization are designed to achieve certain specified objectives. Planning foresees the future, involves the selection of the profitable courses of action that would lead to the best result at the maximum costs and makes the necessary provisions for it.
9. The principles are set a guide for managers in formulating policies, programmes, procedures and practices. Principles are facts hence, they would remain facts only. They do not reflect goals and values of the organization but they are universally true.
10. **Explain the planning process**
11. The planning process commenced from the perceptions of the ideas.
12. Establishment of the objectives to be accomplished
13. Consideration of the planning premises
14. The identification of the alternatives
15. Evaluations of the alternatives
16. The choice of the supporting plans
17. Formulation of the supporting plans
18. Establishment of the sequences of activities to be implemented
19. **What are the different types of plans? Explain them.**
20. **Strategic planning** – this stage outlined the steps of design of the entire organization as a whole in mind. The organizational mission statement, objectives or goals, strategies or determinations of the basic terms and policies of the organization are tackled at this level.
21. **Tactical planning** = this level deals with short terms and are undertaken by the middle manager within the division.
22. **Operational planning** = the specific results expected from department, work groups and individuals are the operational goals. An operational plan is the one that a manager uses to accomplish his/her job responsibilities. Under operational plans bears single-use plan which consist of program and budget, standing plans or ongoing plans such as policy, procedure and rules
23. **Contingency Planning** = the successful management depends upon a constant pursuit of adaptation, flexibility, and the mastery of changing conditions. The contingency planning involves identifying alternative courses of action that can be implemented when the original plan proves inadequate because of changing circumstances.
24. “**Failure to plan is planning to fail”. Discuss.**

Failure to plan is planning to fail is a total failure because no success emerge by chance. The aforementioned statement is the same as the statement that said “if you don’t know where you are going, any way will take you there”. Planning is the backbone of every success; plan must be given especial consider should someone aspire to success. It is also articulated that “you cannot eat an elephant whole you have to chunk it down into manageable pieces” cutting elephant into pieces is a plan to allow you eat enough from the elephant meat. A goal setting plan creates a bridge between today’s dreams and tomorrow’s realities, without a plan of the what, when, why, how and who, goals alone will not get you to your destination. Once you have your goals start your plan today. Hence, planning is very vital in project implementation.

1. **Take any two international companies and examine how they have succeeded or failed due to poor strategic planning.**
2. The company known as **SCHLUMBURGER** the Oil Company have succeed in the businesses profitable and selling drilling equipmwnts though thorough planning. Selling drilling equipment is their purpose of their existence in business arena. They have three aims in their current strategy:

* To improve the quality of their best-selling range of oil and gas deep-sea drills,
* To capture 40 per cent of the world market over the next five years
* To devlop a range of new products for the gem-mining market where high profits can be made.

Hence, they based their strategic planning on the aforementioned aims of the organization.

B. **Dar Petroleum Operating Company**, the Oil Company working in South Sudan. This Company is failing in many areas, they have good operation Guideline but violation and mismanagement and controlling system. Teams are not cooperating towards production, each department, section and individual do not care of company and most of stakeholders have been marginalized. Therefore, production is not increasing but decreasing because all of the plans have been neglected. They would have leaned on their plan and continue overviewing it.

The first and the foremost in project management, planning is activity for any team or organization. It requires a search for alternatives and that is best done with others in an open minded, encouraging and creative way. Foreseeable contingencies should be planned for. Project management team required, confidence, encouraging, enthusiastically and patriotisms to implement the project as planned for. Hence, Failure of the project commenced from least planning.

Regrds

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