

DIPLOMA IN PROJECT MANAGEMENT

**ASSIGNMENT: PROJECT MANAGEMENT MODULE ONE**

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**AFRICA INSTITUTE FOR PROJECT MANAGEMENT**

**NAME: MAJUR KOCH MAKUEI BUL**

**Question one.**

**What are the four basic functions that comprise the management process? Explain briefly**

**how they are related to each other**.

The project management involved four basic functions which comprise with planning and decision making, leading, controlling and organizing.

**Planning and decision making**: Is the simplest form, means setting an organizations’ goal and deciding how best to achieve the objectives of the organization. Decision making is a part of the planning process which involves selection course of action a set of alternatives. Planning and decision making help in the maintain managerial effectiveness by serving as guides for future activities.

**Organizing**: When a manager set goals and developed a workable work plan, the next management function is to organize the teams and the other resources necessary to carry out the plan. Specifically, organizing involves determining how activities and resources are to be grouped.

**Leading**: The third basic managerial function, is to leads the teams. Some people consider leading to be both is the most important and the most challenging of all managerial activities. Leading is the set of processes used to get people to work together to advance the interests of the organization. For example, is stayed by Howard Schultz's leadership skills have clearly played an important role in the success of Starbucks.

**Controlling:** The final phase of the management process is controlling, or monitoring the organization's progress toward its goals. As the organization moves toward its goals, managers must monitor progress to ensure that the organization is performing so as to arrive at its "destination" at the appointed time.

**Question two**.

**Identify the three different kinds of managers by both level and area in an organization.**

There are three levels of management found in an organizations’ context, these level are as below top, middle and low management:

**Front-Line or Supervisory Management**

This is the lowest level in the hierarchy of management. Usually the jobs at this level are the entry level positions into management profession. Managers at this level direct the operating employees (workers). They are close to the action for their job involves supervising the activities of operatives. Front-Line managers in the production department are called foreman, supervisor, superintendent, and inspector and so on. For instance, in a manufacturing concern, in marketing, finance and others departments, they are called management trainees or junior executives. Similarly, in a government office, the term superintendent or section officer is preferred.

**Middle level management:**

Middle management level includes in many organizations more than on level. Managers who work at levels between the lower and top levels constitute the middle management. Departmental heads, Regional managers, Zonal managers and so on fall in this category. They report to top managers. Their principal responsibilities are to direct the activities of lower level managers who implement the organization’s policies.

**Top level Management**

Top management constitutes the highest level in the management hierarchy. This is the policy making level in any organization. This level consists of a small group of executives. Board of Directors, Chairman, Managing Director and the top functional heads such as COO, CIO, and such other C-suite managers, and divisional managers comprise this level. Top managers are responsible for the overall management of the organization. They decide the enterprise objectives, policies and strategies to be pursued to achieve the objectives. They provide direction to the organization by guiding its interactions with the environment.

**Question three**.

**Identify the different important skills that help managers succeed giving relevant**

**examples for each category**.

When an organization wanted to carry out these management functions properly, managers may rely on a number of specific skills. The most important management skills are technical interpersonal, conceptual, diagnostic, communication, decision-making, and time-management skills.

**Technical Skills**: Technical skills are the skills necessary to accomplish o understand the specific kind of work being done in an organization. Technical skills are especially important for first-line managers. These managers spend much of their time training subordinates and answering question about work-related problems. First-line managers must know how to perform the tasks assigned to those they supervise if they are to be effective managers.

**Interpersonal Skills**: Managers spend considerable time interacting with people both inside and outside the organization. For obvious reasons, then, the manager also needs interpersonal skills-the ability to communicate with understand, and motivate individuals and groups. As a manager climbs the

organizational ladder, she must be able to get along with subordinates, peers, and (those at higher levels of the organization. Because of the multitude of role managers must fulfill, a manager must also be able to work with suppliers, customers, investors, and others outside of the organization.

**Conceptual Skills**: Conceptual skills depend on the manager's ability to think in the abstract. Managers need the mental capacity to understand the overall workings of the organization and its environment, to grasp how all the parts of the organization fit together, and to view the organization in a holistic manner. This skill enables them to think strategically, to see the big picture and to make broad-based decisions that serve the overall organization.

**Diagnostic Skills**: Successful managers also possess diagnostic skills, or skills that enable them to visualize the most appropriate response to a situation. A physician diagnoses a patient's illness by analyzing symptoms and determining their probable cause. Similarly, a manager can diagnose and analyze a problem in the organization by studying its symptoms and then developing a solution.

**Communication Skills:** Communication skills refer to the manager's abilities to both effectively convey ideas and information to others and effectively receive ideas and information from others. These skills enable a manager to transmit ideas to subordinates so that they know what is expected, to coordinate work with peers and colleagues so that they work well together properly, and to keep higher-level managers informed about what is going on. In addition, communication skills help the manager listen to what others say and to understand the real meaning behind e-mails, letters, reports, and other written communication.

**Decision-Making Skills**: Effective managers also have good decision-making skills. Decision-making skills refer to the manager's ability to correctly recognize and define problems and opportunities and to then select an appropriate course of action to solve problems and capitalize on opportunities. No manager makes the right decision all the time. However, effective managers make good decisions most of the time. And when they do make a bad decision, they usually recognize their mistake quickly and then make good decisions to recover with as little cost or damage to their organization as possible

**Time-Management Skills**: Finally, effective managers usually have good time-management skills. Time management skills refer to the manager's ability to prioritize work, to work efficiently, and to delegate appropriately. As already noted, managers face many different pressures and challenges. It is easy for a manager to get bogged down doing work that can easily be postponed or delegated to

others. When this happens, unfortunately, more pressing and higher-priority work may get neglected.

**Question four**.

**What is planning?**

Planning is an important managerial function in that there is no choice between planning and no planning. The choice is only in regard to the method and techniques used to plan. It is anybody’s knowledge that we plan many things in our day to day lives. We plan to go on a holiday trip, plan our careers, and plan our investments and so on. Organizations are no exception. Lot of planning is done by managers at all levels. Planning is the basic process by which we use to select our goals and determine the means to achieve them. Lot of information has to be gathered and processed before a plan is formulated. In other words, a plan is like a jigsaw puzzle. All the pieces have to be put together properly, so that they make sense. Planning is necessarily forward looking. It is looking into the future. It bridges the gap between where we are and where we want to go. It involves visualizing a future course of action and putting it in a logical way. Let us look at the following observations about planning.

**Explain the objectives and principles of planning.**

1. **Objectives:**

**I). To achieve objectives**

While developing a plan, you have to ask yourself a few questions.

* Why am I making this plan?
* What am I trying to accomplish?
* What resources do I need to execute the plan?

Objectives are the ends sought to be achieved by the organizations. The above questions, if properly answered provide lot of clarity to the objectives.

In other words, they force you to be clear about the objectives, the time frame required to achieve them and the resources required. It forces you to visualize the future in an organized manner. The saying that “when a man doesn’t know what harbor he is making for; no wind is the right wind” is quite appropriate in the case of planning. Systematic planning, thus, starts with a clear statement of objectives. All the important inputs necessary to achieve the objectives are carefully thought of. The uncertainties of the future, if any, are also taken into consideration**.**

**II) Plans make the things happen**

Effective managers anticipate future and prepare themselves to meet the challenges of the future. They are rather pro-active. They influence the outcome of the events in a significant way. In any modern business, the interests of many people are involved. The shareholders, employees, creditors, consumers and the Government are the major interest groups in any organization. Further, the interests and expectations of all these groups are varied and at times are in conflict. That apart, they constantly change in a dynamic business environment. In the light of the uncertainties involved in the environment, your job, as a manager, is to foresee the future and predict the consequences of actions. In other words, you have to look down the road into future and prepare yourself to meet the uncertainties ahead. A well thought out plan solves many of the problems associated with the future.

**III) Plans help to cope with change**

Organizations are products of environment. The ability to deal with the environment has enabled many an organization to survive, despite other weaknesses. Alert managements continually tune in to the environmental forces. On the other hand, managements which fail to adapt would eventually fall on the way side. Therefore, in the managerial job, you have to constantly analyze the impending changes in the environment and assess their impact on your business. For instance, the liberalization policies pursued by the government have, of late, brought in too many changes. Markets are shifting due to increased competition. Pressure on the existing resources is increasing. Expectations of the employees as well as the consumers are changing. Product life cycles are becoming shorter due to rapid technological changes. All these changes exert a tremendous pressure on the management.

**VI) Plans double up as tools to control the events**

Planning and control are often described as the ‘Siamese’ twins of management. When you plan the events, you make them happen in a particular way. The specific objectives decided in advance themselves become the standards. Therefore, it goes without saying that plans provide mechanism to know whether the events are happening in the way expected.

1. **Principles planning**:

Systematic planning is an 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.

**I. Take Time to Plan**

As the plan is a decision regarding a future course of action, it specifies the sequence of events to be performed. It involves the commitment of organizational resources in a particular way. Therefore, if a plan is not conceived well, the resources would be put to wrong use. It becomes a wasteful exercise resulting in agony and frustration. To avoid such unpleasant outcomes, several probing questions have to be asked. Planning in haste with incorrect information, unsound assumptions and inadequate analysis of the environment has to be avoided by all means. Otherwise, you may save some time in quickly developing a plan, but in the event of things going wrong, you are hard pressed for time and resources to correct yourself. It not only lands you in trouble, but the organization as well.

**ii. Planning can be top down and bottom up**

Normally in any organization major enterprise plans are developed by the top management. These plans are wider in scope and provide the direction to the whole organization. They spell out what the organization wants to achieve over the years. The overall plan thus formulated by the top management is split into departmental plans. Accordingly, plans for production, marketing, finance, personnel and so on, stem from the basic plan of the organization. The other operational plans at various levels down the organization flow from the departmental plans. This approach is called top-down approach to planning.

In contrast, bottom-up approach involves information originating from the lower levels – that is, top management collects information from lower levels. On the basis of such information, plans are formulated. The underlying assumption is that people at the operational level are closer to the action and they possess valuable information. In this approach, the initiative for planning comes from the lower levels in the organization. This approach makes use of the rich experience of the subordinates. It also helps to motivate the people and elicit commitment from them. However, the choice of the method depends on the size of the organization, the organizational culture, the preferred leadership style of the executive and the urgency of the plan.

**iii. Involve and communicate with all those concerned**

Modern business organizations are so complex that various operations are highly interrelated. Such an interrelation of activities requires the involvement of all the people concerned with the achievement of goals. For instance, a plan to improve the quality of the products (Quality control plan) may require the cooperation of the people in the production. Such participation helps in instilling a sense of commitment among the people. They also in turn gain a sense of pride for having been a party in deciding the plan. Such an involvement makes possible the process of sharing information. If concerned people are not involved, there may be unnecessary gaps in the execution because of lack of understanding of the plans.

**iv. Plans must be flexible and dynamic**

Your managerial career indeed would be a “bed of roses” if there are no unexpected changes in the environment. Day in and day out, you are confronted with too many changes forcing you into so many dilemmas or problems. Most of such problems are caused by unexpected events in the environment. If the plan is rigid with less scope for modifications as required by the changes in the environment, the organization would ultimately sink. In a static environment, of course, there may not be a problem with a rigid plan. But in a dynamic environment, to meet the unexpected changes, adequate flexibility has to be built into the plan.

**v. Evaluate and revise**

While building into the plans the required flexibility, you should not lose sight of the additional costs involved to buy such flexibility. You must also remember that flexibility in plans may not be possible always. For example, a plan for a petroleum refinery may not offer any flexibility because the machinery can hardly be used for any other purpose. Evaluation of the plan at regular intervals is necessary to make sure that it is contributing to the objectives. Like a pilot, who in the high skies checks the course to make sure that he is flying in the right direction and at the right altitude, the manager has to evaluate and review the plan. Such an exercise enables to initiate the corrective measures at the right time before it is too late. This depends on the accuracy of the information systems in the organization.

**Question five.**

**Explain the planning process (project planning)**

A major decision at the outset of any project is to decide upon the organization and composition of the project team. In so doing, it is worth remembering that many members will have dual responsibilities of involvement in the project in addition to a commitment to other projects or management of a functional area on a day-to-day basis. It is at this stage that a project manager should be appointed and responsibilities made explicit for all members of the team. The selection of the team will be dependent upon the skill requirements of the project, and upon the matching of those skills to those possessed by individual members of the team. There may be a conflict here with hierarchical status. The project management team will, therefore, begin its task in advance of project proper so that a plan can be developed. An important first step is to set the objectives and then define the project, breaking it down into a set of activities and related costs. It is probably too early to determine exact resource implications at this stage, but expected requirements for people, supplies and equipment should at least be estimated during the planning stage.

**Project Planning and Scheduling.**

The process involves planning sub-projects first and hence Definition must at least have identified the sub-projects and the major tasks involved in them. From this point, Planning and Definition tend to continue in parallel as a series of reiterations, gradually refining and hardening both Definition and Plans. The purpose of the Project Plan at this stage, is to provide detailed realistic estimates of time, duration, resource and cost, and planning should be carried out only in sufficient detail to allow this to be achieved. Detailed planning for allocation of tasks to individuals is carried out progressively as the work proceeds. Where there are sub-projects these should be planned first and then combined to produce the overall project plan. Produce a plan for each sub-project or for the total project if there are no sub-projects as follows:

1. **Identify Major Activities.**

Break the work down into activities of the order of 20-50 days of effort, ensuring that milestones correspond to completion of one or more of these. In practice the achievement of a milestone is usually a good basis for identifying an activity e.g. 'prepare and perform user training'.

1. **Identify and Chart Dependencies**.

Produce a network chart for the sub-project showing dependencies between the major activities and dependencies on other sub-projects or external events.

**3**. Estimate Effort and Duration Estimate effort and duration of each major activity

**4. Provide Contingency**.

At this stage estimates are likely to be 'soft' and probably expressed in ranges, because precise details of the work are not settled. Contingency needs to be allowed both on the estimated effort and elapsed time because of:

* The likelihood of unforeseen work arising,
* The likelihood that tasks will take longer than expected,
* The likelihood of changes to requirements or plans before publication. (Subsequent changes should be processed through Change Control). Contingency provision should remain evident in plans (probably as one or more contingency 'tasks'). This provision should then progressively be removed from plans during Tracking and Control as a result of either:
* Being used up by e.g. tasks taking longer than planned,
* Or reaching a point where uncertainty is reduced such that a part of contingency provision can safely be deleted. This usually means the deletion of contingency allowed, but not used, on tasks now completed.

**5. Schedule Major Activities** Determine start and end dates for each major activity and produce a bar chart or other diagram, showing relationships between activities.

**6. Calculate Resource Requirements** Calculate requirements for each time period. Identify needs for each resource type (e.g. systems analyst, user staff) and identify needs for special skills or scarce resources.

**7. Calculate Costs Calculate costs for the sub-project**. This should include 'hardening up' items such as cabling, training etc., for which an order of costs had been produced previously.

**8. Determine Overall Costs and Benefits of the Project**.

The cost/benefit justification should have already been stated in the feasibility study. This stage provides the opportunity to review the case in the light of more detailed information.

**9. Document the Project Plan**

Once a viable plan has emerged (i.e. conflicts have been resolved, resource availability has been confirmed etc.) the Project Manager should produce the Project Plan covering:

* **Project Schedule**. This should show major activities by sub-project on a bar chart or other diagram. The chart should also show project milestones and target dates. Show contingency as a single provision at the end. Include an overall project network showing the critical path. Narrative explanation may be included for clarification.
* **Major Checkpoints and Reviews.** List the dates of Checkpoint Reports, Checkpoint Meetings, Steering Group Meeting and the Post-Implementation Review.
* **Deliverables**. List the major products of the project with delivery dates and acceptance procedures.
* **Resources.** Summarizes the resource needs from the sub-project plans.
* Costs and Benefits figures. Revise and refine as a result of completion of Definition and Planning.
* **Potential Problems.** List any risks, problems or assumptions which may jeopardize the Plan, together with actions needed to correct the situation.
* **Appendices**. Any useful supporting information including Sub-Project Plans may be included.

**10 Ensure Management Systems are in place**

**Question six.**

**What are the different types of plans? Explain them.**

Different types of plans are developed by an organization, namely **mission, strategies and policies, procedures, rules, programme and budgets**. One common thing is, they all refer to a future course of action. However, some variances in respect of the scope and operation are found in the implementation. Some are single-use plans while some are standing plans. They are discussed below:

**Mission or Purpose** Organizations exist in society. Therefore, it is appropriate to relate their existence to society by satisfying a particular need of the society. Mission may be defined as “a statement which defines the role that an organization plays in the society”. The terms ‘mission’ or ‘purpose’ are often used interchangeably. An organization’s mission statement includes its philosophy and basic purpose for which it exists. It establishes the values, beliefs, and guidelines that the organization holds in high esteem. Mission statement suggests how an organization is going to conduct its business. It defines the basic intentions of the firm. A Clear definition of ‘mission’ or ‘purpose’ is necessary to formulate meaningful objectives. Answers to two important questions are provided by the mission statement: what is our business? And what should it be? These questions force the management to define their customers and their needs.

**Policies.** ‘**Koontz and O’Donnell’**, define policy as “a general statement of understanding which guides the thinking and action in decision-making.” Policies provide the framework within which managers operate. Policies exist at all levels in the organization. Some may be major policies affecting the whole organization, while others may be minor or derivative policies affecting the functioning of departments or sections within the departments. Policies are laid down by the management for all the important functional areas. As such, we hear about production policies, financial policies, marketing policies and personnel policies, to mention a few. For instance, in the personnel area, specific policies may be formulated for recruitment, training, compensation, etc. Accordingly, whenever the need for recruitment arises, the personnel manager consults the existing recruitment policy of the company and initiates the steps necessary to fill the vacancies. Thus it is evident that the personnel manager operates within the broad policy of the company in recruiting the people. Thus, policy is a one-time standing decision that helps the manager in making day-to-day decisions in their operational areas.

**Procedures.** Policies are subdivided and stated in terms of procedures – A series of related steps or tasks to be performed in a sequential way. For example: A company’s policy may be to sell old stock at a discount. The procedure may explain how to decide which product is obsolete and what percentage of discount is to be offered. But procedures, if simple and clear would ensure order in the performance of operations. Though procedures exist at all levels in an organization, they are more detailed at the lower levels. In common parlance, they are called ‘Standard Operating Procedures’ (SOPs).

Procedures for placing orders for material and equipment, for sanctioning different types of employee’s leave, for handling grievances at the shop floor level, etc., suggest how each of these has to be handled. Policies and procedures are closely interrelated. For instance, a company may follow time-bound promotion policy to promote people from within. But the operational part of the policy is specified by the procedure – the formalities to be fulfilled to effect the promotion are dictated by the procedure.

**Rules.**  A rule is also a plan. A rule is a prescribed course of action that explicitly states what is to be done under a given set of circumstances. Rules are plans in that they suggest the required actions. A rule requires that a definite action has to be taken in a particular way with respect to a situation. Some definiteness is associated with rules. For example, ‘no smoking’ is a rule. The essence of the rule is that it reflects a managerial decision that certain actions be taken – or not be taken.

Rules should not be confused with policies and procedures. Policies contain some operational freedom or discretion while rules allow no discretion in their application. Similarly, procedures though different form rules may contain rules regarding the do’s and don’ts. For example, there may be a procedure to attend to customer grievances in respect of post-sale service. The procedure may contain a rule that free service is available only for a period of two years after the sale.

**Programs**  A programme is a broad term which includes goals, policies, procedures, rules and steps to be taken in putting a plan into action. Terry and Franklin define **program** as “a comprehensive plan that includes future use of different resources in an integrated pattern and establishes a sequence of required time schedules for each in order to achieve stated objectives”. Thus, a programme includes objective, policies, procedures, methods, standards and budgets. For instance, launching Prithvi satellite is a program “JawaharRojgarYojana” is a program. Program may be major or minor. For instance, a company may embark upon modernization program of the plant and machinery and other manufacturing systems in a big way. By all means such an effort is a major program. Similarly, a large organization may start computerizing all its activities. On the other hand, modernization of small equipment in some section of the factory

and computerization of a particular operation in a certain department may be considered as a minor program.

**Budgets.** A budget is a plan statement for a given period of time in future expressed in financial or physical units. Budget contains expected results in numerical terms. A budget is a quantitative expression of a plan. Organizational budgets vary in scope. Master budget which contains the consolidated plan of action of the whole enterprise is in a way the translated version of the overall business plan of the enterprise. Similarly, production budget represents the plan of the production department. Again, capital expenditure budget, raw material budget, labor budget, etc. are a few minor budgets in the production department. One of the advantages of budgets is they facilitate the comparison of actual results with the planned ones by providing yardsticks for measuring performance.

**Question seven.**

**“Failure to plan is planning to fail”. Discuss**.

Effective planning is not an easy task. There are a number of reasons for failure of plans in practice. Planning suffers from the following limitations.

**1. Cost and time; Planning** is quite a costly and time consuming process. Unlimited amount of time is spent on forecasting, evaluating alternatives etc. By the time a plan is established, the environment might change and this requires a complete revision of the plan. Besides this, cost also increases.

**2. Validity of the forecasts;** Planning is future oriented activity based on forecasts. As the period of planning increases, the accuracy of forecasting diminishes. Planning loses its value if reliable and adequate data is not available.

**3. Inflexibility;** Planning becomes rigid at times because of internal inflexibilities. This reduces individual initiative and causes delay in decision making. Internal inflexibilities like rigid policies and procedures and limited resources affect planning process.

**4. Influence of External Factors**; External factors beyond the control of an organization affect the effectiveness of planning. These are very difficult to predict and make execution of plans very difficult. External factors like government control, technological changes and trade unions affect the planning process.

**5. Resistance to change**; Another important limitation of planning is resistance to change. The human element in an organization always resists change. People are more concerned about the present rather than the future which is uncertain. Planning being forward looking is always affected by this resistance to change.

**6. Unrealistic plans;** The entire planning process may fail, if people involved in it do not formulate correct plans. The reasons for failure of people in planning may be due to a number of reasons like lack of commitment to planning, lack of delegation of authority, excessive reliance on past experience, tendency to overlook premises.

**Question eight.**

**Take any two international companies and examine how they have succeeded or failed**

**due to poor strategic planning.**

**ACTED & Solidarity organizations**

1. **Failure:**

Here are 10 reasons why organization plans fail. Avoid these traps and you’ll be closer to your goal of implementing a strategic plan that actually achieves results and improves your business.

1. **Having a plan simply for plans sake.** Some organizations go through the motions of developing a plan simply because common sense says every good organization must have a plan. Don’t do this. Just like most everything in life, you get out of a plan what you put in. If you’re going to take the time to do it, do it right.

2. **Not understanding the environment or focusing on results.** Planning teams must pay attention to changes in the business environment, set meaningful priorities, and understand the need to pursue results.

3. **Partial commitment.** [**Business**](http://www.forbes.com/business/)owners (presidents) must be fully committed and fully understand how a strategic plan can improve their enterprise. Without this knowledge, it’s tough to stay committed to the process.

4. **Not having the right people involved.** Those charged with executing the plan should be involved from the onset. Those involved in creating the plan will be committed to seeing it through execution.

5. **Writing the plan and putting it on the shelf.** This is as bad as not writing a plan at all. If a plan is to be an effective management tool, it must be used and reviewed continually. Unlike Twinkies or a fine vino, strategic plans don’t have a good shelf life.

6. **Unwillingness or inability to change.**Your company and your strategic plan must be nimble and able to adapt as market conditions change.

7. **Having the wrong people in leadership positions.** [**Management**](http://www.forbes.com/management/) must be willing to make the tough decisions to ensure the right individuals are in the right leadership positions. The “right” individuals include those who will advocate for and champion the strategic plan and keep the company on track.

8. **Ignoring marketplace reality, facts, and assumptions.**Don’t bury your head in the sand when it comes to marketplace realities, and don’t discount potential problems because they have not had an immediate impact on your business yet. Plan in advance and you’ll be ready when the tide comes in.

9. **No accountability or follow through.** Be tough once the plan is developed and resources are committed and ensure there are consequences for not delivering on the strategy.

10. **Unrealistic goals or lack of focus and resources.** Strategic plans must be focused and include a manageable number of goals, objectives, and programs. Fewer and focused is better than numerous and nebulous (unclear). Also be prepared to assign adequate resources to accomplish those goals and objectives outlined in the plan.

By avoiding these pitfalls, you can create an effective planning process, build a realistic business direction for the future, and greatly improve the chances for successful implementation of your strategy.

1. **Success:**

**1. Clear Objectives**

Clearly define your objectives for all parties involved in the planning process, so they have something to refer back to if they feel they may be getting off track. If your colleagues keep asking for clarity on what they need to accomplish, you may not have set a clear path to success or laid the groundwork for them to assess their own performance and ensure their actions are aligned with the strategy.

If you can positively answer the question of **“Did we achieve what we originally set out to do?”** then your objective was clear.

**2. Efficiency**

Measuring productivity versus cost effectiveness, will help you answer whether or not you are applying company resources for **maximum output***.* Ensuring funding is available for forecasted and unforeseen situations before you begin implementing your strategic plan will enable a savings in time, money and staff resources for your organization.

**3. Quality**

All businesses want to provide services without error. The following questions can help you gauge whether or not you’ve hit -- or missed -- the mark for the quality of your deliverables.

* How does your audience feel about your product or service? Has their overall experience been positive or negative?
* Have you encountered any complaints? How many? How quickly are they resolved? Does your audience feel reassured after the resolution?
* Does your product or service meet, exceed, or fall short of both internal and external expectations?

If you have met or surpassed your objectives, then you can be assured of the quality of your overall product.

**4. Accuracy**

Accuracy refers to the closeness of a measured value to a set standard, or known value. In other words**, "Did you hit your target the way you originally intended?"**

Several of Envisions customers measure the accuracy and quality of their deliverables by instituting regular reviews with their staff throughout the lifespan of a project. These check-in points with your frontline staff can help you:

* Stick to your targeted timelines
* Keep your laser-focused on your objectives
* Engage your staff at all points on the implementation process
* Help you and your team quickly adapt, shift and pivot in response to changes in your plan's scope and objectives

**5. Change Management: Leaving Behind the Status Quote**

Most people are willing to stay the course rather than take a risk and initiate a transition that could potentially change the outcome of a project, and possibly, the future of the whole organization. [**Change can be daunting and transforming work cultures**](https://www.envisio.com/blog/change-management-strategies-for-the-innovative-leader)is certainly not for the faint of heart.

The number one fear of human beings is that of failure...and rejection. Change and fear of change effects both personal and professional decisions on a daily basis. And, when it comes to an organization's strategic plan, your goal is to ensure your changes provide the kind of impact that positively transforms the way you work and creates the kind of workplace people thrive in.

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