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| Africa Institute for Project Management Studies |
| Certificate Course in Managing people and Projects in Emergencies  C007 |
| Assignment for Module One |

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**Assignment for Module One**

1. What are the four basic functions that comprise the management process? Explain briefly how they are related to each other.

The management Process consist of four primary or basic functions that managers must perform. It is important to realize that the management process is not always linear. It does not always start with planning and continue through each step until organization goals are achieved because it is not possible to plan for every problem the organization will face. As management process proceeds, changes and modifications are made when unforeseen events arise, Managers made sure the necessary changes are implemented and that the unity and integrity of the entire process is maintained. Therefore, the four basic management functions are as follows

1. **Planning and Decision making:** Planning is a process of setting or defining organizational goals and determining what actions and resources are needed to achieve the set goals. Through planning, management defines what the future of the organization should be and how to get there. Decision making happens within the planning stage or is part of the planning process as changes might at course of achieving the goals in terms of activities and resources. Therefore, decision making is selecting a course of action from the set of alternatives.
2. **Organizing:** people, activities and resources have to be organized to achieve the set goals.
3. **Leading:** once plans are made and the organization is created, the focus shifts to the achievement of the set objectives.it basically involves leading or directing the activities of the people or the subordinates by explaining what they have to do and by helping them to perform it to the best of their ability and this management function includes communication, leadership and motivation. (Lumencandela,OER Services)
4. **Controlling:** is interrelated with the planning, in order for the set goals or objectives to be achieved. Activities that are required in order for the organization goals to be achieved need to be monitored or controlled through measuring performances and early identification and appropriate correction of any deviation from the tract in achieving the organizational goals.
5. Identify the three Kinds of managers by both level and area in an organization.

There are three kinds of managers with regards to their hierarchical level in every organization being profitable or non-profitable. From lower to the high level.

1. Front-line or supervisory management: this is usually the entry level positon into management profession. Managers at this level direct the employees in their work, which involves supervising the activities of the workers.
2. Middle level Management

The managers at this level works between the lower and the top levels management and their responsibilities include directing the activities of the lower level managers who implement the organization’s strategies and policies.

1. Top level Management.

This management level constitutes the highest level in the management hierarchy and their task in making organization policies, strategies to achieve the set organization goals. It consists of a small group of executives with a particular different naming and titles.

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

The important management skills for managers to be able to do their job are as follows:

* **Technical Skills**

Technical skills are the skills necessary for the manager to understand and accomplish the kind of specific work being done in an organization. This is important especially to first line managers in order to supervise and train their subordinates.

* **Interpersonal skills**

These are skills require to interact with people both inside and outside the organization. For instance, how to motivate the team within the organization and also outside the organization dealing with suppliers, customers etc.

* **Conceptual skills**

Are skills requiring for manager to be able to understand the overall workings of the organization and how to each parts of the organization rely to each other. For example formulating organization vision, mission, goals, strategies etc.

* **Diagnostic skills**

These are skills giving the manager the ability to visualize the most appropriate response to a situation. Detecting problems and analyzing the results into proper problem solving.

* **Communication Skills**

Refer to skills enabling the manager to both effectively convey information to others and effectively receive ideas and information from others. The manager needs to pass information to the high management level and to subordinates below to properly coordinate work. Therefore the information flow can be through emails, letters, reports and other written communication.

* **Decision-making Skills**

This skill enable to correctly recognize and define problems and opportunities and then select an appropriate course of action to solve problems and benefiting from the opportunities. However, not effective managers make good decision most of the time, though when they do make a bad decision, they usually recognize their mistake quickly and then make good decision to recover with little cost or damage to their organization as possible.

* **Time Management Skills**

Time management skills are referred to prioritization of work, which helps manager to work efficiently, effectively and also delegating the work appropriately.

1. What is planning? Explain the objectives and principles of planning.

**Planning is the basic process by which we use to select our goals and determine the means to achieve them.**

Planning is necessarily important to look into the future. It bridges the gaps between where we are and where we want to be. It involves gathering of a lot of information and processed them before a plan is formulated. It also involves visualizing the future course of action and putting it in a logical way.

**Objectives of Planning:**

The purposes for planning are as follows:

1. **To achieve organization objectives**: planning gives clarity about the objectives to be achieved, the time frame required to achieve them and the resources required. Systematic planning starts with a clear statement of objectives and all important inputs necessary to achieve the objectives are carefully thought of, and uncertainties of the future are also taken into consideration.
2. **Plans make things happen:** planning enables managers to anticipate future events and prepare themselves to meet the challenges of the future events in order to mitigate the risks affecting the plans or the activities. Therefore, it important for organization goals transform into deliverables. The actions or activities are planned to give exact deliverables on time, on cost or budget.
3. **Plans help to cope with change:** Planning is essential in terms of rapidly changing environment which may impact the organization. Planning helps the organization to cope with changes or different environmental forces in order for it to continuing surviving.
4. **Plans double up as tools to control the events:** as described that planning and control Siamese twins of management. Therefore, planning make events to happen in a particular way. Hence, planning gives out a control mechanisms for the event to happen in a particular way.

**Principles of planning:**

In order for organization to be successful, it’s not only because of adequate resources to achieve the objectives but effective planning. Therefore the following are the principles of planning.

1. Take time to plan to ensure proper gathering of information, sound assumptions and adequate analysis of the environment. Therefore, quickly developing a plan may save time, but in the event things going wrong, you are pressed for time and resources to correct the events going wrong.
2. Planning can be top down and bottom up: this mean, the top down planning approach is often done by the top management, which their responsibilities are developing plans wider in scope and provide the direction to the whole organization such giving long term goals to be achieved. Hence, the overall plan formulated by the top management is split into departmental plans. In contrast, the bottom up planning is gathering essential information from the forefront employees in particular highly experience staff, and plans are formulated by the top management from the information gathered from the operational, departmental level of the organization.
3. Involve and communicate with all those concerned: since most modern business organizations have complex structure, such require interrelation between of activities of the different bodies in the organization to achieve the goals. It also helps in understanding of the plan by the subordinated to properly execute the planned activities. Lack of involvement take a way commitment among the people, sense of bride for been a part in deciding the plan and also fill in gaps in the execution created by lack of understanding the plan.
4. Plans must be flexible and dynamic: organizations and managers are often confronted by changes in the environment which cause unexpected events. Therefore, if plan is rigid with less scope for modifications as required by the changes in the environment, the organization would ultimately collapse.
5. Evaluate and revise: this process enables managers to initiate corrective measures at the right time before it is too late. It depends on the accuracy of the information systems in the organization. It is also important evaluate and revise the plan to avoid deviation from the right track towards achieving objectives and if deviation happens it is correct at the proper time before is too late, which helps also in preventing negative impact on the available resources to be used.
6. Explain the planning Process.

The following are the widely use steps of planning:

1. Setting of Goals

This is the first step in planning, which involve asking important questions such as what to achieve, when, how and with what resources. It is always desirable to express the goals in quantitative term, for instance 15% profit for particular product for profitable organization.

1. Outlining planning premises: Planning premises are the assumptions about the various elements of the environment. It provides basic framework in which plans operate. Appropriate assumptions have to be made on various aspects of the environment being internal and external to the organization. Otherwise, it will hinder the course of achieving organization objectives.
2. Decide the planning period: planning period various or exist depending on the purpose of planning. They may be short and longer term ranging from few months to years. This brings us to the two important concepts of planning, operational planning and strategic planning. Operational plans focus in the short term while strategic plans focus on the longer term.
3. Develop alternatives and select the course of action: the next step in planning is developing of various alternative course of action, evaluating these alternatives and choosing the most suitable alternative. This involves thorough evaluation of the internal and external premises of the organization as mentioned above.
4. Derivative Plans: are break down or split of overall plan set into departmental plan to make it operational. After thorough analysis of the various alternatives suggesting the proposed course of action, creating a plan. This plan in order to be produce a results, it turn in to the operational plan and it require to be split down into operational units within the departments.
5. Review periodically:

Periodical Review helps to make sure that the plan is contributing for the achievement of the results and also it helps in taking corrective action in situation of deviation from the track in reaching the objectives. Therefore, success of the plan is measured by the results and the ease at which it is implemented.

1. What are the different types of plans? Explain them.
2. Mission or Purpose: is the statement that defines the role that an organization plays in the society. It includes its philosophy and basic purpose for which or why it exists. It establishes the values, beliefs, and guidelines that the organization holds to. A clear definition of mission or purpose is necessary to formulate meaningful objectives.
3. Policies: Koontz and O’ Donnel define policy as a general statement of understanding which guides thinking and action in decision- making. Policies provide framework within which organization at its various sectors able to operate and managers or departments within the organization is making their day to day decisions. These policies can be Personnel, financial policies etc.
4. Procedures: Policies are subdivided and stated in terms of procedure. Procedure is a series of related steps or tasks to be performed in a sequential way to perform operations. There are different procedures depending on the type of the organization and its operation units. There are commonly named Standard operation Procedure (SOPs).
5. Rules: is a plan that suggests the required actions to be taken under a given circumstances. For example, no smoking is a rule. The essence of the rule is that it reflects a managerial decision that certain actions to be taken or not to 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 procedure though different from rules may contain rules regarding do’s and don’ts.
6. Programs: A programme is a broad term which includes goals, policies, procedure, 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 schedule for each in order to achieve stated objectives. Thus programme includes objectives, policies, procedures, methods, standards and Budget.
7. Budgets: is a plan statement for a given period of time in future expressed in financial or physical units or is the quantitative expression of the plan which varies according to scope. The important of budget, they facilitate the comparison of actual results with the planned ones by providing a measuring tool in measuring the performance. Examples of budget, are expenditure budget, production budget etc.
8. “Failure to plan is planning to fail” Discuss.

As planning by definition is simply looking in to the future, bridging the gap between where we are and where we want to go. The above phrase originated from Benjamin Franklin as quoted “by failing to prepare, you are preparing to fail” and later modified by Winston Churchill that, rather famously, to “Failing to plan is planning to fail” (Abbis, 2014).

We always plan as individual in our personal life, to achieve results as good holiday trips or vacations, successful life style and even professional life etc. In contrast many organizations do the same to succeed in achieving their goals. With regards to that, organization often fails not because of lack of resources though sometime happen but due to poor planning. Hence, in the absence of planning, events are left to chance or lack which may or may not happen and thus, paving ways to failure.

In conclusion, whatever the resources you have, in the absences of systematic planning, the resources may not help you in achieving the objectives.

1. Take any two international companies and examine how they have succeeded or failed due to poor strategic Planning.
2. **Apple**

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.

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. (network, Marcaria).

From the above mentioned information regarding the Apple, there are many elements of strategic planning that define its vision and goals such as making its survival for over thirty years. It’s mission of manufacturing computers and electronic products with unique strategies of getting the results, invention of new products through different innovations. Hence, the policy of not following the innovations of its competitors, and the SWOT analysis in terms of meeting the needs of its consumers by producing quality, simple to use as the level of technology will allow.

**b. McDonald in Bolivia:**

McDonald’s is no stranger to international business. Two third of their revenue comes from outside their home base of the US. Still, they shut all of their Bolivian Location in 2002, making Bolivia the only Latin American country with no Golden Arches.

So, the reason behind the shutting down of MacDonald in Bolivia, some stories claim that it was because Bolivians don’t like unhealthy Fast Food, that’s not quite true. In fact, according to National Public Radio (brooks, 2016), the reason was not that the Bolivians don’t like Hamburgers, they love them, but they prefer to buy them from the thousands of indigenous women selling on the streets than from a global Company.

McDonald is usually savvy about localizing their offerings, but the yellow glow of the golden arches has become a symbol of the forces of globalization (and Americanisation). In this case, their brand may have worked against them.

Another factor was Price. Why pay $3 a meal for often substandard fare when you can buy from a local cook for a fraction of the price?

In conclusion, McDonald had not considered thorough analysis of its external premises with regards to the situation that had happened in Bolivia and also putting in to account innovative approaches to address significant changed at the market.

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