**Questions for module one; Admission number AIPMs/179/2018**

1. What are the four basic functions that comprise the management process? Explain briefly how they are related to each other.
2. **Planning**
3. **Organizing**
4. **Leading or directing**
5. **Controlling**

* P**lanning**; First and most planning is a process of deciding to make something, however, the planning is the most important thing in every start of the work however, there is nothing that can be done without a proper planning as you intended to achieve the goal, with plan you will be able to achieve your goal or you will know exactly what you will doing. Planning has it characteristics that can provides the base for other functions within management, i.e. organizing, staffing, directing and controlling, as to achieve the goal or of the plans made.
* **Organizing**; To start with organizing is a systematic process of structuring, integrating, coordinating task goals, and activities to resources in order to attain objectives of that specific organization or company you need to have a team spirit among you, in planning, organizing, creating and coordinating your activities as you expected you achieve the organizational goal.
* **Leading**; This process is in which the managers instruct and guide the performance of the employees that the predetermined goals, once plans are made there will be always a chain of communication or reporting system that everyone should be able to follow, there will be someone to direct or motivate the team to achieve the goal
* **Controlling;** this is the existing systems in each organization to perform their duties in each organization, it is the last function of the management process which is performed after planning, organizing, staffing and directing. On the other hand, management control means the process to be adopted in order to complete the function of controlling. The following steps are included in it:

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

* **Top level manager**; This level consists of small group of executives boards in any organizations i.e. Board of Directors, Chairman, Managing Director, they responsible of the overall management of an organization to decide for the objectives, policies and the strategic plans for the organization, they will also pursue for the direction and the guideline for the organization in order to achieve the goal.
* **Middle-level manager;** this type of management is responsible to the top management for the functioning within the department and they devote more time to organizational and directional functions. Their role are to coordinates activities within the department, sends important reports and other important data to top level management and evaluate performance of junior managers.
* **Low-level managers;** they are concerned with direction and controlling function of management. It consists of supervisors, foreman, section officers, and superintendent and it also known as supervisory / operative level.
* **The role of the low level management are**;

1. Communicate workers’ problems, suggestions, and recommends to the higher level and higher level goals and objectives to the workers.
2. Entrusted with the responsibility of maintaining good relation in the organization.
3. Assigns jobs and tasks to various workers.
4. Responsible for the quality as well as quantity of production
5. Ensures discipline in the enterprise.
6. Motivate workers.
7. The image builders of the enterprise because they are in direct contact with the workers
8. Solve the grievances of the workers.
9. Identify the different important skills that help managers succeed giving relevant examples for each category

* **Planning**, This is one of the skills that managers should have to help them in order to achieve the organizational goals, managers should also be having e.g. critical thinking for devising planning that includes the strategic planning for the project, however, as a manager you should always not wait for the authorization or go ahead from the top management i.e. from the either Country Director (CD) to inform to draft or write the proposal for the next project, additional you should also know on how to solve or resolve the issues within the organization or team.
* **Organizing;** thisgenerally means creating structures to support or accomplish a plan. However, this might involve creating a system of who reports to whom, as manger you should design a new layout for the staffs working under your supervision/ building strategy and planning how to move through a project as well as to move toward deadlines, and how to measure milestones**.**
* **Coordinating;** Managers must know what is happening, what needs to happen, and who and what are available to accomplish assigned tasks. If someone is miscommunicating, if someone needs help, if a problem is being overlooked or a resource underutilized, a manager needs to notice and correct the issue. In most cases coordinating is the skill that lets the organization act as a unified whole. Relevant Skills; Building Productive Relationships, Collaboration with the other agencies , communication with the team in any other changes within the planned activities, drawing consensus, diplomacy, Emotional Intelligence, facilitating group discussions, flexibility, honesty, influencing, listening, nonverbal communication, patience, team Building, team Manager, team player, time management including the teamwork.
* **Oversight;** This is one of most important thing which keep organization to achieve its goalbykeeping track of what is going on and setting right anything that gets out of place as soon as possible. However, it might include anything from reviewing plan models and checking for inefficiencies to make sure a project is on time and on budget. Relevant Skills: achieving Goals, assessing Progress towards departmental goals, budget management, business management, creating budgets for business Units, creating financial reports, evaluating job candidates, evaluating employee performance, Generating Financial Reports, Hiring, Interpreting Financial data, Talent, Success, training employees and should know on how to writing reports on project.
* **Directing;** Manager should know how to direct the team as well as to take charge and tell team of what to do, in other wards it is known as delegating, giving orders, and making a quick decisions from example(s) someone has to do it, and that someone could be any member of the team. Relevant Skills: Conflict Management, conflict resolution, decision Making, delivering presentations, division of Work to the team, empowerment, focus on goal Orientation, goal setting, interacting with individuals from diverse backgrounds, leadership, Motivation, Obstacle Removal, problem Solving and professionalism.

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

* Planning is the function of management that involves setting objectives and determining a course of action for achieving the objectives. See below are the some of the objectives of the planning;

1. **Redressing Imbalances in the Economy:** Imbalances in the economy have become so acute in South Sudan that it needed special attention in the 5-10 years Plans. Thus by regional development we mean economic development of all the regions by exploiting various natural and human resources and by increasing their per capita income and living standards.
2. **Economic Growth:** Achievement of higher rate of economic growth received topmost priority in almost all the Five Year Plans of the country. However, as the economy of the country was suffering from severe poverty consequently by attaining a higher rate of economic growth eradication of poverty is possible and the standard of living of our people can be improved. But if the country has not improved its economy within the five years automatically the citizens will beat a higher risk of living.
3. **Attaining Economic Equality and Social Justice**: Reduction of economic inequalities and eradication of poverty are the second group of objective of almost all the Five Year Plans of our country particularly since the Fourth Plan. Due to the faulty approach followed in the initial part of our planning, economic inequality widened and poverty became solemn.

**Principles of the proper planning are as listed below with brief explanations;**

1. **Flexibility;** There should be always flexibility in whatsoever plans you intend to do. This is very significant because flexibility allows the plans to deal with the contingencies that may develop later on. Consequently, the plans should be adjustable so that they can deal with the changes that may develop after the plans have been articulated. Nevertheless, there are certain dangers associated with flexibility in plans. The managers should be aware of the fact that the changes may also upset the commitments made prior.
2. **Principle of timing:** the capability of contributing expressively in the accomplishments of the organizational goals if the plans are appropriately timed. Hence the planning premises as well as the policies are not much helpful if the plans are not properly timed, it will automatically affect the project which cannot be achieved within planned length.
3. **Planning Premises:**  there are certain possibilities or premises that have to be made and the planning is undertaken on the basis of these premises. Generally, it has been seen that the plans are not properly structured. The reason behind such a situation is that the premises are not developed properly. Therefore, this principle of planning requires that the situation should be analyzed properly by the managers that may develop in the future.
4. **Contribution to objectives:** The plans are made for the purpose of achieving the organizational goals. In this way, both the major as well as the derivative plans are made with a view to contribute in the achievement of organizational goals. It can also be said that the process of planning has to be used by the managers as a tool to achieve their goals.
5. **Explain the planning process;** the planning process is the steps taken by the organization or any other company to develop budgets to guide its future activities. The documents developed may include:

* Strategic plans; long-range, high-level organization goals
* Operating plans detailed plans for a specific department to implement.
* Tactical; plans shorter-term, specific plans to work toward goals in the strategic plan
* Project plans; (plans to implement projects such as launching new products or building a new plant.

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

* **Strategic Plans;** Strategic plans are designed with the entire organization in mind and begin with an organization's mission. This will design and execute strategic plans to paint a representation of the desired future and long-term goals of the organization. Principally, strategic plans look ahead to where the organization wants to be in three, five, even ten years. Strategic plans, provided by top-level managers, serve as the framework for lower-level planning, which means developing long-term strategies for achieving growth, improving productivity and profitability.
* **Single-use Plans**; Single-use plans are prepared for single or unique situations or problems and are normally discarded or replaced after one use. These are;
* objectives/goals,
* programs,
* projects,
* Budgets.
* **Tactical Plans;** Tactical plans support strategic plans by transforming them into specific plans relevant to a diverse area of the organization. Tactical plans are anxious with the responsibility and functionality of lower-level departments to fulfill their parts of the strategic plan.
* **Budgets;** A budget is a statement of expected results expressed in statistical terms.” It is sometimes called the numbered program and most commonly expressed in terms of money i.e. Pounds, Euro and Dollar etc. They may also be expressed in terms of any measurable unit like an hour, metric ton etc. It covers a particular period of time, and once the period is over, a new budget comes into existence. It not only a planning tool but also works as a controlling tool.
* **Operational Plans;** operational planning is the process of determining how specific tasks can best be accomplished on time with available resources. This is also done to cover the day-to-day operations of an organization. As such, many operational plans are designed to govern the workings of the organization’s technical core**.** They are the plans that are made by war zone, or low-level, managers. All operational plans are focused on the specific procedures and processes that occur within the lowest levels of the organization.
* **Policies;** Policies are, in most cases, standing plans. As a matter of fact, policies provide guidelines for repetitive actions. They define an area or provide limits within which decisions are to be made and ensure that the decision will be consistent with, and contribute to, an objective. Policies are types of plans that allow decision-makers some discretion to carry out a plan.

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

* The absence of proper planning can affect timely meeting of the project deliverables. Therefore, to avoid such a failure it is vital that a project manager ensure that the requirement planning activity is given due importance, so that everything is under complete control.
* The Planning Stage; the planning stage gives a high level understanding of the intended purpose. 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 project development activity.
* The planning stage also helps the stakeholders identify the risks that may be associated with the project. Over time, the business requirements keep growing in an attempt to enhance the existing functionality. The objective of the planning stage is to make it absolutely clear - working in partnership with the client and the development teams - what full range of functions and content will be addressed.
* The Kick-off Meeting; the kick-off meeting is the opening play of the project. It is an ideal occasion for the project team and the client to introduce them and set the project expectations and milestones. The meeting should identify the team roles across the entire spectrum of project related activities, in order to ensure that these activities get completed smoothly.
* A financial plan with attainable goals and incessant assessment will give a comprehensive plan with a guard to overcome the unforeseen circumstances. A successful plan will benefit you in every way. With an unplanned activity, one will consume the savings or will increase the debt.
* Define Points of Contact and Escalation, should there be any queries or concerns regarding any aspect of the planned project activity, it is important to define a clear process to identify the key points of contact in the project engagement with proper escalation mechanism.
* The steering committee is responsible for advice on strategic direction, overseeing planning and implementation, resolving open issues, achieving the project deliverables and milestones, and for preparing a weekly project status report giving updated and accurate information as the project progresses.
* Improper planning results into total failures, for examples; when you plan to construct a house or apartment but due to failure to plan cost estimate than it can results into plan failures.
* Planning is an ongoing process and is not a one off process. Wealth manager (WM) must ensure that planning must be given due importance to avoid the risk of unaccomplished goals and requirements of the clients. No clients no dough, so planning will also help the WM to analyze his own life goals. Good planning results in good wealth management means happy clients and ultimately these seedlings will grow you some potential referrals.
* The manager must remain on top of the mind for planning for their clients. One must know their goals and plan things according to them. Right planning with right efforts in the right direction will always end up in the success of the plan. Every planning requires decisions that what shape you want your future to be rather than being shaped by uninhibited events.
* Requirements Tools and Templates; the business analyses, documents, manages and presents the project requirements for review and approval to the client in a comprehensible manner. As part of the planning process, and early in the project, the BA should communicate to the customer the standard templates and requirement management tools they will adhere to, in order to document the requirements specifications.
* For projects large in size and complexity, it is important to make use of requirements management tools to manage version change, track requirement status, communicate with stakeholders and reuse the requirements wherever possible.

1. Take any two international companies and examine how they have succeeded or failed due to poor strategic planning.

**Successful International Company**.

* **Amazon**; Amazon is an international company which deals with producing product such as books, e-books, electronics, kindle e-book readers- in 1994 Amazon was founded by Jeff Bezos, it has become as an online retail company that sells the same product that has been mentioned, however, Amazon manager was very creative in planning on how the company expend to the another level, it is considered the largest online retailer in the world. Amazon owes most of its success to its immense selection of the products at competitive prices. Amazon’s success is also due in part to the success of the Amazon kindle, which is the leading e-book reader. In additional to the above, Amazon has also proved its websites specifically for the UK, Canada, Japan, China, France, and several other countries. However, since 1998 Amazon has also been active and acquired a number of other Internet-based companies including ShopBop, Zappos to become the most successful International Company in the World.
* Another thing that led the Amazon’s company to be successful is flexibility; Amazon has their different strategic plan which is different from its competitors, the customers have numerous options when shopping on the Amazon website. When compared to other book sellers for example, Amazon offers features that other book sellers do not. The Amazon Prime program offers numerous perks, such as allowing members to "rent" e-books for a short period. Amazon customers may also shop from a huge assortment of items. For example, people who purchase the Kindle will continue to purchase e-books through Amazon. Their Kindle e-book software runs on a wide variety of platforms, including the PC, Apple's Macintosh and iPad, and Google Android-based tablet PCs.

**Unsuccessful failed company**

**Eastern Air Lines**

* Eastern Air Lines was a major American airline from 1926 to 1991. Before its dissolution it was headquartered at Miami International Airport in an unincorporated area of Miami-Dade County, Florida. Eastern was one of the "Big Four" domestic airlines created by the Spoils Conferences of 1930, and was headed by World War I flying ace Eddie Rickenbacker in its early years. Eastern Airline began losing money as it faced competition from no-frills airlines, such as People Express, which offered lower fares. In an attempt to differentiate itself from its bargain competitors, Eastern began a marketing campaign stressing its quality of service and its rank of highly experienced pilots.
* **Failing to Get Expert Advice;** Eastern airline International companies fail to succeed due because of getting advice from the other partners, I mean to say few entrepreneurs possess all of the knowledge and skills required to lead their companies into a global expansion. There are many companies who have existed before and can provide the advice and guidance to help avoid the many missteps and pitfalls awaiting the unacquainted. Expert advice is not cheap, but it pales in comparison to the costs, missed opportunities and damage to the corporate psyche and reputation caused by failed first attempts or other errant initiatives.
* Additionally to the above, they only select an internal staff for which the international expansion is not just an extension of their current responsibility. Have this as their primary responsibility. Partner them with external experts and ensure a knowledge transfer so that you’re developing internal expertise while growing the business.
* **Expansion for the Wrong Reason**, Most of the mistake companies make is in choosing the wrong reason to expand internationally i.e. going abroad simply because the domestic market has little or no growth is a bad reason, according to Aneel Karnani, a professor of corporate strategy and international business at the University of Michigan. “Too many times, that kind of thinking results in adding a lot of new costs that don’t deliver new value to the company,” he said.
* **Flexibility;** Lack of been flexible to the customers is another failure that led Eastern Airline to lose its customers, and failure to account for all of the costs of operating in the new areas can cripple an otherwise successful marketing and effort. Local expenses may include higher taxes such as a value-added tax (VAT), additional fees and assessments that are uncharacteristic of business overhead in the U.S. Many times these unaccounted-for expenses deplete the anticipated profit margins based on domestic sales and marketing models.