**Assignments 1**

**Q1. What are the four basic functions that comprise the management process? Explain briefly**

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

**Answer:**

Project management is the application of knowledge, skills, tools, and techniques applied to project activities in order to meet the project requirements. Project management is a process that includes planning, putting the project plan into action, and measuring progress and performance. Managing a project includes identifying your project’s requirements and writing down what everyone needs from the project, What are the objectives for your project? When everyone understands the goal, it’s much easier to keep them all on the right path. Make sure you set goals that everyone agrees on to avoid team conflicts later on. Understanding and addressing the needs of everyone affected by the project means the end result of your project is far more likely to satisfy your stakeholders.

As project manager, you will also be balancing the many competing project constraints. On any project, you will have a number of project constraints that are competing for your attention. They are cost, scope, quality, risk, resources, and time.

The basic functions that comprise the management process are:

## **1. Planning**

Planning involves deciding where to take a company and selecting steps to get there. It first requires managers to be aware of challenges facing their businesses, and it then it requires managers to forecast future business and economic conditions. They then formulate objectives to reach by certain deadlines and decide on steps to reach them. They re-evaluate their plans as conditions change and make adjustments as necessary. Planning helps allocate resources and reduce waste as well.

## **Organizing**

Managers organize by bringing together physical, human and financial resources to achieve objectives. They identify activities to be accomplished, classify activities, assign activities to groups or individuals, create responsibility and delegate authority. They then coordinate the relationships of responsibility and authority.

## **Leading**

Leading requires managers to motivate employees to achieve business objectives and goals. It requires the use of authority to achieve those ends as well as the ability to communicate effectively. Effective leaders are students of human personalities, motivation and communication. They can influence their personnel to view situations from their perspectives. Leading also involves supervision of employees and their work.

## **Controlling**

Controlling is a function of management that involves measuring achievement against established objectives and goals. It also requires managers to be able to identify sources of deviation from successful accomplishment and to provide a corrective course of action. Managers first establish objectives and goals, then measure achievement of them, identify anything that is keeping the company from achieving them, and provide means of correction if necessary.

Controlling does not necessarily involve achieving only monetary goals and objectives. It can also relate to nontangible goals and objectives like meeting a production quota or reducing customer complaints by a certain amount.

**Q2. Identify the three different kinds of managers by both level and area in an organization**

**Answer:**

**Top-level managers:**

The board of directors, president, vice-president, and CEO are all examples of top-level managers. These managers are responsible for controlling and overseeing the entire organization. They develop goals, strategic plans, company policies, and make decisions on the direction of the business, In addition, top-level managers play a significant role in the mobilization of outside resources.

### **Middle-level managers:**

General managers, branch managers, and department managers are all examples of middle-level managers. They are accountable to the top management for their department’s function, Middle-level managers devote more time to organizational and directional functions than top-level managers. Their roles can be emphasized as:

* Executing organizational plans in conformance with the company’s policies and the objectives of the top management.
* Defining and discussing information and policies from top management to lower management; and most importantly.
* Inspiring and providing guidance to low-level managers towards better performance.

Some of their functions are as follows:

* Designing and implementing effective group and intergroup work and information systems.
* Defining and monitoring group-level performance indicators.
* Diagnosing and resolving problems within and among work groups.
* Designing and implementing reward systems supporting cooperative behaviour.

### **Low-level managers**

Supervisors, section leads, and foremen are examples of low-level management titles. These managers focus on controlling and directing, Low-level managers usually have the responsibility of:

* Assigning employees tasks;
* Guiding and supervising employees on day-to-day activities;
* Ensuring the quality and quantity of production;
* Making recommendations and suggestions; and
* Up channelling employee problems.

Also referred to as first-level managers, low-level managers are role models for employees. These managers provide:

* Basic supervision;
* Motivation;
* Career planning;
* Performance feedback; and
* Staff supervision.

**Q3. Identify the different important skills that help managers succeed giving relevant examples for each category.**

**Answer:**

As the project manager, you have to rely on your project management knowledge and your general management skills, along with your ability to guide the project team to achieve project objectives and balance project constraints. There is more to project management than just getting the work done. Inherent in the process of project management are the general management skills that allow the project manager to complete the project with some level of efficiency and control. In some respects, managing a project is similar to running a business: there are risk and rewards, finance and accounting activities, human resource issues, time management, stress management, and a purpose for the project to exist. General management skills are needed in every project.

There is a wide range of skills that management should possess to run an organization effectively and efficiently. The following are six essential management skills that any manager ought to possess for them to perform their duties:

#### **1. Planning**

Planning is a vital aspect within an organization. Planning is one’s ability to organize activities in line with set guidelines while still remaining within the limits of the available resources such as time, money, and labour.

It is also the process of formulating a set of actions or one or more strategies to pursue to achieve certain goals or objectives with the available resources. The planning process includes identifying and setting achievable goals, developing necessary strategies, and outlining the tasks and schedules on how to achieve the set goals. Without a good plan, little can be achieved.

#### **2. Communication**

Project managers spend 90% of their time communicating, Therefore they must be good communicators, promoting clear, unambiguous exchange of information.

As a project manager, it is your job to keep a number of people well informed. It is essential that your project staff know what is expected of them: what they have to do, when they have to do it and what budget and time constraints and quality specifications they are working toward, If project staff members do not know what their tasks are, or how to accomplish them, then the entire project will grind to a halt. If you do not know what the project staff is (or often is not) doing, then you will be unable to monitor project progress. Finally, if you are uncertain of what the customer expects of you, then the project will not even get off the ground.

Project communication can thus be summed up as knowing “who needs what information and when” and making sure they have it.

Communication involves the flow of information within the organization, whether formal or informal, verbal or written, vertical or horizontal, and it facilitates smooth functioning of the organization. Clearly established communication channels in an organization allow the manager to collaborate with the team, prevent conflicts, and resolve issues as they arise. A manager with good communication skills can relate well with the employees and thus, able to achieve the company’s set goals and objectives easily.

#### **3. Decision-making**

Another vital management skill is decision-making, Managers make numerous decisions, whether knowingly or not, and making decisions is a key component in a manager’s success. Making proper and right decisions results in the success of the organization, while poor or bad decisions may lead to failure or poor performance.

For the organization to run effectively and smoothly, clear and right decisions should be made. A manager must be accountable for every decision that they make and also be willing to take responsibility for the results of their decisions. A good manager needs to possess great decision-making skills, as it often dictates his/her success in achieving organizational objectives.

#### **4. Delegation**

Delegation is another key management skill. Delegation is the act of passing on work-related tasks and/or authorities to other employees or subordinates. It involves the process of allowing your tasks or those of your employees to be re-assigned or re-allocated to other employees depending on current workloads. A manager with good delegation skills is able to effectively and efficiently re-assign tasks and give authority to the right employees. When delegation is carried out effectively, it helps facilitate quick and easy results.

Delegation helps the manager to avoid wastage of time, optimizes productivity, and ensures responsibility and accountability on the part of employees. Every manager must have good delegation abilities to achieve optimal results and accomplish the required productivity results.

#### **5. Problem-solving**

Problem-solving is another essential skill. A good manager must have the ability to tackle and solve the frequent problems that can arise in a typical workday. Problem-solving in management involves identifying a certain problem or situation and then finding the best way to handle the problem and get the best solution. It is the ability to sort things out even when the prevailing conditions are not right.  When it is clear that a manager has great problem-solving skills, it differentiates him/her from the rest of the team and gives subordinates confidence in his/her managerial skills.

#### **6. Motivating**

The ability to motivate is another important skill in an organization. Motivation helps bring forth a desired behaviour or response from the employees or certain stakeholders. There are numerous motivation tactics that managers can use, and choosing the right ones can depend on characteristics such as company and team culture, team personalities, and more. There are two primary types of motivation that a manager can use, which includes intrinsic and extrinsic motivation.

### **Bottom Line:**

Management skills are a collection of abilities that include things such as business planning, decision-making, problem-solving, communication, delegation, and time management. While different roles and organizations require the use of various skillsets, management skills help a professional stand out and excel no matter what their level. In top management, these skills are essential to run an organization well and achieve desired business objectives.

**Q4. What is planning? Explain the objectives and principles of planning ?**

**Planning** in simple is looking ahead, It is preparing for the future, It involves outlining a future course of action. Planning makes the things to happen and it’s the function performed by managers at all levels.

Project planning is at the heart of the project life cycle, and tells everyone involved where you’re going and how you’re going to get there. The planning phase is when the project plans are documented, the project deliverables and requirements are defined, and the project schedule is created. It involves creating a set of plans to help guide the team through the implementation and closure phases of the project. The plans created during this phase will help to manage time, cost, quality, changes, risk, and related issues. They will also help you control staff and external suppliers to ensure that you deliver the project on time, within budget, and within schedule.

The first step in planning is setting objectives. Objectives are very basic to the organisation and they are defined as ends which the management seeks to achieve by its operations. Therefore, an objective simply stated is what you would like to achieve, i.e., the end result of activities. All other managerial activities are also directed towards achieving these objectives. They are usually set by top management of the organisation and focus on broad, general issues. They define the future state of affairs which the organisation strives to realise. They serve as a guide for overall business planning. Different departments or units in the organisation may have their own objectives. Objectives need to be expressed in specific terms i.e., they should be measurable in quantitative terms, in the form of a written statement of desired results to be achieved within a given time period.

Objectives therefore can be said to be the desired future position that the management would like to reach.

Below are the main planning objectives:

**Strategy**: A strategy provides the broad contours of an organisation’s business. It will also refer to future decisions defining the organisations direction and scope in the long run.

**Policy:** Policies are general statements that guide thinking or channelize energies towards a particular direction.

**Procedure:** Procedures are routine steps on how to carry out activities.

**Rule:** Rules are specific statements that tell what is to be done.

**Programme:** Programmes are detailed statements about a project which outlines the objectives, policies, procedures, rules, tasks, human and physical resources required and the budget to implement any course of action.

**Budget:** A budget is a statement of expected results expressed in numerical terms. It is a plan which quantifies future facts and figures.

**Q5. Explain the planning process**

You always want to know exactly what work has to be done before you start it. You have a collection of team members, and you need to know exactly what they’re going to do to meet the project’s objectives. The scope planning process is the very first thing you do to manage your scope. Project scope planning is concerned with the definition of all the work needed to successfully meet the project objectives. The whole idea here is that when you start the project, you need to have a clear picture of all the work that needs to happen on your project, and as the project progresses, you need to keep that scope up to date and written down in the project’s scope management plan

Setting objectives: Objectives may be set for the entire organisation and each department or unit within the organisation. Developing premises: Planning is concerned with the future which is uncertain and every planner is using conjecture about what might happen in future. Identifying alternative courses of action: Once objectives are set, assumptions are made. Then the next step would be to act upon them. Evaluating alternative courses: The next step is to weigh the pros and cons of each alternative. Selecting an alternative: This is the real point of decision making. The best plan has to be adopted and implemented. Implement the plan: This is concerned with putting the plan into action. Follow-up action: Monitoring the plans are equally important to ensure that objectives are achieved.

- Operational Planning

“Operational plans are about [how things need to happen](https://www.linkedin.com/pulse/3-major-types-plans-especially-lean-thinkers-mack-story),” motivational leadership speaker Mack Story said at LinkedIn. “Guidelines of how to accomplish the mission are set.”

This type of planning typically describes the day-to-day running of the company. Operational plans are often described as single use plans or ongoing plans. Single use plans are created for events and activities with a single occurrence (such as a single marketing campaign). Ongoing plans include policies for approaching problems, rules for specific regulations and procedures for a  step-by-step process for accomplishing particular objectives.

- Strategic Planning

Strategic plans are all about why things need to happen, Story said. It’s big picture, long-term thinking. It starts at the highest level with defining a mission and casting a vision.

Strategic planning includes a high-level overview of the entire business. It’s the foundational basis of the organization and will dictate long-term decisions. The scope of strategic planning can be anywhere from the next two years to the next 10 years. Important components of a strategic plan are vision, mission and values.

- Tactical Planning

Tactical plans are about what is going to happen, Story said. “Basically at the tactical level, there are many focused, specific, and short-term plans, where the actual work is being done, that support the high-level strategic plans.

Tactical planning supports strategic planning. It includes tactics that the organization plans to use to achieve what’s outlined in the strategic plan. Often, the scope is less than one year and breaks down the strategic plan into actionable chunks. Tactical planning is different from operational planning in that tactical plans ask specific questions about what needs to happen to accomplish a strategic goal; operational plans ask how the organization will generally do something to accomplish the company’s mission.

- Contingency Planning

Contingency plans are made when something unexpected happens or when something needs to be changed. Business experts sometimes refer to these plans as a special type of planning.

Contingency planning can be helpful in circumstances that call for a change. Although managers should anticipate changes when engaged in any of the primary types of planning, contingency planning is essential in moments when changes can’t be foreseen. As the business world becomes more complicated, contingency planning becomes more important to engage in and understand.

**Q6. What are the different types of plans? Explain them?**

### - Objectives:

This is the first step in planning the action plan of the organization. Objectives are the basics of every company and the desired objective/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.

* 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 obviously 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

1. Establishing long-term objectives.
2. Selecting a specific course of action.
3. allocating the necessary resources needed for the plan.

Forming strategy is generally reserved for the top level of management. It actually defines all future decisions and the company’s long-term scope and general direction.

### - Policy

Policies are generic statements, which 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 have a return policy or recruitment policy or pricing policy etc.

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.

Take for example 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.

### - Rules

Rules are very specific statements that define an action or non-action. Also, 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.

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

### - Program

Programmes are an in-depth statement that outlines a company’s policies, rules, objectives, procedures etc. These programmes are important in the implementation of all types of plan. They create a link between the company’s objectives, procedures and rules.

Primary programmes 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 in which specific tasks of a procedure must be performed. Also, 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.

Methods are very important types of plan for an organization. They help in the following ways:

* + Give clear instructions to the employees, removes any confusion.
  + Ensures uniformity in the actions of the employees.
  + Standardizes the routine jobs.
  + 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 company. 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. There is the obvious financial budget, that forecasts the profit of the company. Then there are operational budgets generally prepared by lower-level managers. Cash budgets monitor the cash inflows and outflows of the company.

**Q6. What are the different types of plans? Explain them.**

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**Q7. “Failure to plan is planning to fail”. Discuss.**

The absence of proper planning can detrimentally affect timely meeting of the on-going project deliverables. 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.

So, how can a project manager ensure that a business analyst (BA) is given the power of execution to get the things delivered with the required level of quality and within the defined time frames. Let's examine some of the key pointers essential to effective business analysis planning.

The Planning Stage

The planning stage gives a high level understanding of the intended software product. 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 software 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 selves 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.

Requirements Tools and Templates

The business analyst 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.

Define Points of Contact and Escalation Hierarchy

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.

The Requirements Sign-off: A Project Milestone

It is imperative that every project participant understand what the Requirements Sign-off means, and its associated impact on the project. Clients should not dismiss sign-off as meaningless, but rather consider it as an important project milestone.

Requirements sign-off means a formal agreement with the project stakeholders, stating that the contents of the requirements document, as drafted, are complete to the final projections and that there are no open issues left to be addressed.

Obtaining a requirements sign-off is typically the final task within the framework of Requirements Communication, which is an expression of the output of requirements gathering to all those concerned with the project.

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 journey is indeed rewarding and also a voyage of discovery.

**Q8. Take any two international companies and examine how they have succeeded or failed**

due to poor strategic planning.

**Nokia Telecommunication Company.**

The world's leading telecommunications company, has provided mobile phone services in nearly 150 countries worldwide with profits of over 30 billion euros a year. The company has dominated the mobile phone market for almost 20 years until companies such as Apple have emerged with a different vision The era of smart phones began, Nokia was too late to keep pace with the development of smart phones.

The poor planning for the future with the weak long strategy led Nokia to lose and not to be able to compete with the telecommunication company like Apple, Samsung and Huawei.

On the other hand **Google company**, In addition to being the world's largest online home page and its success in changing the way traditional advertising is based, the giant is at the forefront of cloud and mobile computing, and is steadily changing the future of mobility, energy, education, and the field of science. In addition, the Google Colour project launched a network of mobile balloons flying in space to connect people in urban areas with remote areas, to fill the current gap and the need to provide Internet coverage for all and enable them to return to using the Internet quickly after a disaster.

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