***AFRICAN INSTITUTE OF PROJECT PLANNING AND MANAGEMENT***

***P. O. BOX KENYA***

***PROGRAM: DIPLOMA IN PROJECT PLANNING AND MANAGEMENT***

***REGISTRATION NO: PGD003-POST GRADUATE***

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***AREAS OF CONCERN***

* ***Definitions***
* ***Illustrations***
* ***Objectives***
* ***Aims***
* ***Conclusion***

***References***

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*Laurie M., (2007). Management and Organizational Behaviour, Pearson, New Delhi.*

***SOLUTIONS FOR ASSIGNMENT ONE***

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

*Management is understood in different ways by different people. Economists regard it as a factor of production. Sociologists see it as a class or group of persons while practitioners of management treat it as a process. For our understanding, management may be viewed as what a manager does in a formal organization to achieve the objectives. In the words of Mary Parker Follet management is “the art of getting things done through people”. This definition throws light on the fact that managers achieve organizational goals by enabling others to perform rather than performing the tasks themselves.*

*Management encompasses a wide variety of activities that no one single definition can capture all the facets of management. That is why, it is often said that there are as many definitions of management as there are authors in the field. However, the definition given by James A.F. Stoner covers all the important facets of management.*

*According to him:*

*“Management is the process of planning, organizing, leading and controlling the efforts of organization members and of using all other organizational resources to achieve stated organizational goals”.*

*The definition suggests: Management is a continuous process; several interrelated activities have to be performed by managers irrespective of their levels to achieve the desired goals;  Managers use the resources of the organization, both physical as well as human, to achieve the goals;*

* Management aims at achieving the organization’s goals by ensuring effective use of resources in the best interests of the society. Nature of management. The practice of management is as old as human civilization. In fact, much of the progress of mankind over the centuries may be attributed to the effective management of resources. The irrigation systems, the public utilities, the construction of various monuments like TAJMAHAL, and the Egyptian Pyramids of the bygone era amply demonstrate the practice of management in the olden days. Similarly, the ancient civilizations of Mesopotamia, Greece, Rome and Indus-valley displayed the finest practices of management of those periods.*

*However, the study of management in a systematic way as a distinct body of knowledge is only of recent origin. That is why; management is often described as “oldest of the arts and youngest of the sciences”. Thus, the practice of management is not new. It has been practiced for thousands of years. But the science part of it ‘the systematic body of knowledge’ is, no doubt, a phenomenon of the present century.*

*The traditional management practices remained quite stable through the centuries until the birth of industrial revolution in the mid-18th century. The industrial revolution brought about the substitution of machine power for man power through several scientific inventions. As a result, within a few decades, the landscape of industrial activity had undergone a metamorphic change. Man’s quest for new ways of doing things, coupled with his ingenuity in adopting the scientific and technological inventions in the production of goods and services resulted in:  Mass production in anticipation of demand;  Advent of corporate form of organization which facilitated large scale production;  Spectacular improvements in the transport and communication facilities;  Increased competition for markets;  The establishment of new employer – employee relationship; and  A radical change in the aspirations and expectations of the various stakeholders of business.*

*Industrial revolution had thus sown the seeds of modern management. The early scientific enquiries into the practice of management began. Despite the growing importance of management as an academic discipline immensely contributing to the quality of human life, it is disheartening to know that the concept is still clouded by certain misconceptions. No doubt, management as an academic body of knowledge has come a long way in the last few decades.*

*It has grown in stature and gained acceptance all over the world. Yet, it is a paradox that the term ‘*

*Functions of Management Among the various approaches to the study of management, the process approach has gained wider acceptance. It is because this approach lays emphasis on what a manager does. A manager no matter his level in the organization performs several functions. There is no consensus among the management thinkers on the classification of management functions. The number of functions as well as the terminology used to describe them is not alike. Henry Fayol identifies five functions, viz., planning, organizing, commanding, co-coordinating and controlling. Newman and summer recognize only four functions, namely – planning, organizing, staffing, and directing. Koontz and O’Donnell classify the functions into planning, organizing, staffing, directing, and controlling. For the purpose of our study, we shall confine the discussion to the following four functions of management – planning, organizing, staffing and controlling.*

1. *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. Therefore, it is needless to say that in the absence of planning, things are left to chance. Planning is unique in that it precedes all the other managerial functions. It involves deciding the objectives and formulating the policies and procedures to achieve them. Effective planning provides answers to questions like – what to do? How to do? Who is to do? And when to do? Planning is a function performed by managers at all levels. Though every manager plans, the plans developed by different managers may vary in respect of scope and importance. For example, plans made by top managers have a wider scope with a focus on the organization as a whole and normally cover a longer period. On the other hand, plans developed by middle and lower level managers relate to the divisions or departments and usually cover a short period. Systematic planning helps in facing the uncertainties of future with less embarrassment. It helps in making things happen in the expected way.*

*2. Organizing: Organizations achieve objectives by using physical and human resources. When people work in groups, everyone in the group should know what he/she is expected to achieve and with what resources. In other words, organizing involves establishing authority - responsibility relationships among people working in groups and creating a structural framework. Thus, the manager’s task in organizing aims at creating a structure that facilitates the achievement of goals. Organizing therefore involves:  Determination of activities required to achieve goals;  Grouping of these activities into departments;  Assignment of such groups of activities to a manager;  Delegation of authority to carry them out; and  Provision for coordination horizontally and vertically in the organization. The managerial function of organizing involves designing the structure and establishing functional and operational relationships. The resulting structure varies with the task. A large*

*Organization with huge market needs a different structure compared to a small organization. Similarly, structure of an organization operating in a stable environment may be different from the one operating in a dynamic environment.*

*3. Staffing: Organizing process results in the creation of a structure with various positions. Staffing involves manning the various positions of the organization. It includes manpower planning, recruitment and selection of the right people, training and developing them, deciding financial compensation, appraising their performance periodically. There is a debate whether staffing function is to be performed by all managers in the organization or handled by human resources department alone. However, some processes of staffing are performed by personnel department only. For example, recruitment and selection, training, fixation of salary, etc. Performance appraisal, on the other hand, may be done by all managers.*

*4. Directing: Once plans are made and the organization is created, the focus shifts to the achievement of objectives. This function is called by various names: directing, leading, motivating, actuating and so on. It basically involves directing or leading the activities of the people. The manager directs the activities of his subordinates by explaining what they have to do and by helping them perform it to the best of their ability. In leading the people, the manager performs the following three distinct tasks:  Communication : the process of information flow from one person to another and across the organization  Leadership: the process by which a manager guides and Influences the work of his subordinates; and  Motivation: the act of stimulating people so that they give their best to the organization.*

*Leading is a function predominantly interpersonal in nature. In the organizational context many problems.*

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

*Managers at any 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.*

*Therefore, the following are the kind of managers by both level and area in an organization.*

1. ***Operations managers*** *are concerned with creating and managing the systems that create an organization's products and services. Typical responsibilities of operations managers include production control, inventory control, quality control, plant layout, and site selection.*

1. ***Marketing managers. These managers*** *work in areas related to the marketing function-getting consumers and clients to buy the organization's products or services for example (be they Ford automobiles, Newsweek magazines, Associated Press news reports, flights on Southwest Airlines, or cups of latte at Starbucks). These areas include new-product development, promotion, and distribution. In NGO setting sometimes termed as program managers who are tasked in planning, proposal development, delivery and overall delivery of services to communities as well as report to Donors.*

1. ***Financial managers. These managers deal*** *primarily with an organization's financial resources. They are responsible for activities such as accounting, cash management, and investments.*

1. ***Human resource managers*** *are responsible for hiring and developing employees. They are typically involved in human resource planning, recruiting and selecting employees, training and development, designing compensation and benefit systems, formulating performance appraisal systems, and discharging low-performing and problem employees.*

*Sometime under human resource managers can also be cauterized as, General* ***Manager*** *which is associated with any particular management specialty. Probably the best example of an administrative management position is that of a hospital or clinic administrator. Administrative managers tend to be generalists; they have some basic familiarity with all functional areas of management rather than specialized training in any one area. With the following responsibilities.*

1. *To plan thoroughly all aspects of the project, soliciting the active involvement of all* functional areas *involved, in order to obtain and maintain a realistic plan that satisfies their commitment for performance.*
2. *To control the organization of manpower needed by the project.*
3. *To control the basic technical definition of the project, ensuring that "technical" versus "cost" trade-offs determine the specific areas where optimization is necessary.*
4. *To lead the people and organizations assigned to the project at any given point in time. Strong positive leadership must be exercised in order to keep the many disparate elements moving in the same direction in a co-operative.*
5. *To monitor performance, costs and efficiency of all elements of the project and the project as a whole, exercising judgement and leadership in determining the causes of problems and facilitating solutions.*
6. *To complete the project on schedule and within costs, these being the overall standard by which performance of the project manager is evaluated.*

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

*Regardless of level or area, management involves the four basic functions of planning and decision making, organizing, leading, and controlling.*

## *Planning and Decision Making*

*In its simplest form, planning means setting an organization's goals and deciding how best to achieve them. Decision making, a part of the planning process, involves selecting a course of action from a set of alternatives. Planning and decision making help maintain managerial effectiveness by serving as guides for future activities.*

## *Organizing*

*Once a manager has set goals and developed a workable plan, the next management function is to organize people 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 leading. Some people consider leading to be both 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, 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.*

## *Fundamental Management Skills*

*To carry out these management functions properly, managers rely on a number of specific skills. The most important management skills are technical interpersonal, conceptual, and diagnostic, communication, decision-making, an (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.*

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

*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 for examples*

* *“Planning is getting ready to do something tomorrow”.*
* *“Plan is a trap laid down to capture the future”.*

## ***Purpose/objectives of Planning***

*It is no exaggeration that in the absence of planning events are left to chance. In such a case, you as a manager are depending on luck. You may, as a result, in all probability end up in frustration. Organizations often fail not because of lack of resources, but because of poor planning.*

*Whatever the resources you have, in the absences of systematic planning, the resources may not help you in achieving the objectives.*

## *a. 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.*

*. 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.*

## *b. 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.*

## *c. 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.*

## *d. 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.*

## ***Principles of Planning***

*Systematic planning is 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 emanating 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.*

*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.*

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

*A plan is the pre-action taken by the individual or the organization to achieve the certain goals or objectives, therefore the following are the types of plans.*

1. ***communication plan***

*Communication plan include the process required to ensure proper collection of the project information .it consists of communication planning, information distribution (lines of communication) a schedule of project meeting, progress reporting and administrative closeout*

1. ***project quality plan***

*The project quality plan outlines quality management system (quality assurance and quality control), designed to guide and enable the project to meet the required condition .this may include pre-qualifying project personnel and suppliers, developing procedures, quality inspection and quality documentation*

1. ***Risk management plan***

*The risk management plan includes the process of identifying, analyzing, responding to project risk.*

*It consists of risk identification, risk quantification and impact, response development and risk control .it should also include a disaster recovery plan to accommodate the worst possible scenario*

1. ***Baseline plan***

*Baseline plan may be considered as a portfolio of documents which outline how to achieve the projects objectives .the level of details and accuracy will depend on the phrase and complexity.*

*The baseline plan should be a coherent document to guide the project through the execution and project control cycle*

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

*Planning is an important component of the planning and control cycle, because the planning process not only establishes, what is to be done, but also smooth’s the way to make “it happen’’ the challenge is select and apply the available planning tools and techniques effectively .*

*Planning asks questions, encourages participation, creates awareness, prompt action, solves problems and formalizes decisions based on consensus.*

*The planning process communicates planning information to the project team and stakeholders and obliges them to sign –on and pledges their support.*

*When plans are drawn up by those who are going to implement them, they feel obliged (if not totally committed) to complete as planned.*

*Conversely non-involvement in the planning process, may lead to plans being ignored, dragging heels, misinterpretation, and “not designed here” attitude which in turn leads to a time consuming analysis of the behaviour side of project management, planning is all about thinking forward in time, what varies is how far a head the plans stretch and how precise they are: Churchill is reported to have said “it’s wise to look ahead, but foolish to look further than you can see”*

*However planning has both positive and negative factors determining projects success.*

*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.*

***However to achieve the goals of the project planning the following must be considered.***

* + *Set realistic and achievable goals;*
  + *Communicate the assumptions on which plans are formulated to all the people and departments concerned;*
  + *Encourage and make people participate in the planning program so as to ensure the right commitment;*
  + *Ensure proper coordination between the short-term and long-term plans. They should not be viewed as mutually exclusive;*
  + *Encourage creativity in planning. Creativity helps in identifying the best alternatives; and*
  + *Pay attention to the resources position of the organization so as to ensure the availability as and when required.*

*Hence the objectives of the project is always achieved by the incredible plans, which is planning process.*

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

***Considering Coca-Cola Company limited as one of the successful international company around the world, I would consider their achievements basing on the following factors***

## *1. Planning*

*. It is preparing for the future. It involves outlining a future course of action. Planning makes the things to happen. Therefore, it is needless to say that in the absence of planning, things are left to chance. Planning is unique in that it precedes all the other managerial functions. It involves deciding the objectives and formulating the policies and procedures to achieve them. Which according the Coca-Cola, it had Effective planning which provides answers to questions like – what to do?*

*How to do? Who is to do? And when to do?*

*Hence achieving the goals of the project and success.*

## *2. Organizing*

*Coca-Cola companies achieve objectives by using physical and human resources. When people work in groups, which is the common goal of coca-coca company around the world , everyone in the group should know what he/she is expected to achieve and with what resources.*

*In other words, organizing involves establishing authority - responsibility relationships among people working in groups and creating a structural framework. Thus, the manager’s task in organizing aims at creating a structure that facilitates the achievement of goals. Organizing therefore involves:*

* *Determination of activities required to achieve goals;*
* *Grouping of these activities into departments;*
* *Assignment of such groups of activities to a manager;*
* *Delegation of authority to carry them out; and*
* *Provision for coordination horizontally and vertically in the organization.*

## *3. Staffing*

*Organizing process results in the creation of a structure with various positions. Staffing involves manning the various positions of the organization. Which is managed by the coca-cola companies, especially in creating more branches of the company in different countries over the world.*

*This includes manpower planning, recruitment and selection of the right people, training and developing them, deciding financial compensation, appraising their performance periodically?*

## *4. Directing*

*Once plans are made and the organization is created, the focus shifts to the achievement of objectives. This function is called by various names:*

* *Directing,*
* *Leading,*
* *Motivating,*

*Actuating Coca-Cola as a company and so on. It basically involves directing or leading the activities of the people. The manager directs the activities of his subordinates by explaining what they have to do and by helping them perform it to the best of their ability. In leading the people, the manager performs the following three distinct tasks:*

* *Communication : the process of information flow from one person to another and across the organization*
* *Leadership: the process by which a manager guides and Influences the work of his subordinates; and*
* *Motivation: the act of stimulating people so that they give their best to the organization.*

## *5. Controlling*

*Planning and controlling – the two functions are closely interrelated in that while plans specify the objectives to be achieved, control as a managerial function facilitates to know whether the actual performance is in conformity with the planned one.*

*So that, in the event of deviations, appropriate corrective measures could be taken. In the absence of adequate control mechanism, unexpected changes in the environment may push the organization off the track. Thus, controlling implies measuring and correcting the activities to ensure that events conform to plans. That is why planning and controlling are often described as the ‘Siamese’ twins of management. It involves four main elements:*

* *Establishing standards of performance;*
* *Measuring the actual performance and comparing it against the standard performance by coca cola managerial personnel to achieve the project objectives and goals, hence higher success of the project*

***However considering the above factors as one toward success of the companies in the world, but if the other factors like;***

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.*

***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.*

1. ***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.*

***Will definitely bring failures in the companies for example crane bank.***

*The end*