***MODULE ONE ASSIGNMENTS***

**Qn.1) What are the four 4 basic functions that comprise the management process? Explain briefly**.

The four basic functions of management are: **Planning and Decision making**, **Organizing**, **Leading**, and **Controlling**.

**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** is to organize people and the other resources necessary to carry out the plan. Organizing involves determining how activities and resources are to be grouped.

**Leading** is the set of processes used to get people to work together to advance the interests of the organization. Howard Schultz's leadership skills have clearly played an important role in the success of Starbucks.

**Controlling** 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.

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

1. **Top level management** b) **Middle level management** c) **Front-line/supervisory management**

Managers works in various areas within the organization regardless of their levels;

1. **Marketing managers** deals with getting the consumers and clients to buy the organization’s products or services which includes new products development, promotion and distribution.
2. **Financial managers** deal primarily with an organization’s financial resources.

Responsible for activities lie accounting, cash management and distribution.

1. **Operation managers** deal with creating & managing the systems that create an organization’s products and services.

Responsible for production control, inventory control, quality control, plant layout and site selection.

1. **Human resource managers** are responsible for hiring and developing employees. They involved in human resources planning, recruiting, and selecting employees, training and development, designing compensation and benefits systems, formulating performances appraisal systems, discharging low performing and problem employees.
2. **General managers** are not associated with any particular management specialty but like that of a hospital or clinic administrator. Administrative managers tend to be generalists with some basic familiarity with all functional areas of management rather than specialized training in any one area.

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

Managers rely on a number of specific skills that are;

1. **Technical skills**: Are skills necessary to accomplish or understand the specific kinds of work being on in an organization. These skills are important for First – line managers with much of their work/time **(e.g.)** training subordinates and answering questions about work related problems. Managers must know how to perform the tasks assigned to those they supervise if are to be effective managers.
2. **Interpersonal skills**: Is the ability to communicate with understanding and motivating individuals and groups. Managers interacts with people both inside and outside organization, he/she must be able to get along with subordinates, peers, and at higher levels of organization and due to multitude of the roles of managers they must fulfill, a manger must also be able to work with **(e.g.)** suppliers, customers, investors, and others outside the organization.
3. **Conceptual skills**: depends on the manager’s ability to think in the abstract.

It enables the managers to think strategically, to see the big picture and to make broad – based decision that serves the overall organization. Managers needs to have **(e.g.)** mental capacity to understand the overall working of the organization and its environment in a holistic manner.

1. **Diagnostic skills**: Is a possess diagnostic skills, or skills that enable successful mangers to visualize the most appropriate response to a situation **(e.g.)** diagnose and analyze a problem in the organization by studying its symptoms and then develop a solution.
2. **Communication skills**: refers to the manager’s abilities to both effectively convey ideas and information to others and effectively receive ideas and information from others. It enables a manager to transmit ideas to subordinates so that they know what is expected, to coordinate work with peers and colleagues to work together properly, and to keep higher-level managers informed about what is going on. It helps managers to. It helps the manager listen to what others say and to understand the real meaning behind **(e.g.)** e-mails, letters, reports, and other written communication.
3. **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. (E.g.) 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.
4. **Time management skills:** refers to ability to prioritize work, to work effectively and delegate appropriately. (E.g.) more pressing and higher-priority work may get neglected.

**Qn.4) 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.

**Objectives**

1. **To achieve objectives**: It’s a way of achieving what is being planned through asking the below few questions and answering them properly towards provision of clarity to the objectives;

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

1. **Plans make the things happened:** It’s the involvement of major interest group, to look down the road into future and preparation to meet the uncertainties ahead.
2. **Plans help to cope with change**: Is the ability to adapt and deal with environment that has enable many organizations to survive, regardless of other weaknesses
3. **Plans double up as tools to control the events:** Is the planning the events and making them in a particular way they were planned. Therefore, planning and control are described as the twins of management. i.e. (“Siamese”).

**Principles**

1. **Take time to plan:** Is the decision regarding a future course of action that specifies the sequence of events to be performed. If a plan is not well conceived, then the resources would be use wrongly that would be wasteful and resulted in agony and frustration. Planning in haste with incorrect information, unsound, assumptions and inadequate analysis of the environment has to avoided.
2. **Planning can be top down and bottom up:** The wider plans in scope and provide the direction to the whole organization and that split into departmental plans like, plans for production, marketing, finance, personnel from the basic plan of the organization are developed by the top management. The operational plans at various level down the organization flow from the departmental plans is called **top – down approach** to planning**.**

**Bottom – up approach** involves information emanating from the lower levels towards formulation of plans with underlying assumptions that people at the operational level are closer to the action and they possess valuable information. Here, the initiative for planning comes from the Lower levels in the organization. it makes use of the rich experience of the subordinates that also helps to motivate the people and elicit commitment from them. The choice of the method depends on the size of the organization, the organizational culture, the preferred leadership styles of the executive and the urgency of the plan. **Therefore, it means that plans may be prepared by both the top - down level and the bottom – up level managements.**

1. **Involve and communicate with all those concerned:** Is the involvement of the people concerned in an interrelation of activities with the achievement of goals. Such an involvement gains a sense of pride for having been a part of deciding the plan and as a process of sharing information. If concern people are not involved, there may be unnecessary gaps in the execution because of lack of understanding of the plans**.**
2. **Planning must be flexible and dynamic:** Is the building of an adequate flexibility into the plan to prevent the problems caused by unexpected events in the environment of operations
3. **Evaluation and revise**: Is the regular intervals to make sure that it is contributing to the objectives and that enables to initiate the correct measures at the right time before it is too late.

**Qn.5) Explain the Planning process.**

The planning process is explain as below;

1. **Setting of goals:** Is the spelt out of what organization wants to achieve during specified period such as; various subunits, goals in quantitative terms for all key areas like, production, profit, productivity, market share, employee relations, social responsibilities etc. Specification of when to achieve the objectives in the timeframe**.**
2. **Outlining planning premises:** Are the assumptions about the various elements of the environment that provides the basic framework in which plans operate. Appropriate assumptions or premises have to be made on various aspects of environment – both **Internal and External** to the organization.
3. **Internal premises**: It includes sales forecasts and policies of the organization where each one of these elements is a success factor. (E. g) the accuracy of the sales forecast influence the procurement of resources, production scheduling and the marketing strategies to be pursued to achieve the objectives. Therefore, it’s people who have to perform and achieve for the presence of effective objectives.
4. **External premises**: Are the related outside/foreign factors which includes issues like technology, government policies, socio-culture change in the community/society, general economic conditions, and attitudes regarding business, degree of competition in the market, political stability, availability of various resources, demographic trends etc. Therefore, it is of clear evidence that some of these factors are tangible while others are intangible. **Examples** of **Tangible factors** that can be mentioned in quantitative terms are; human resources and materials available while **Examples** of **Intangible factors** that can’t be measured quantitatively are; socio-cultural changes in the society, degree of competition in the market, demographic trends, political stability etc. Therefore, the making of appropriate assumptions enables the organization to identify the favourable and unfavourable elements in an environment. Regardless of difficulty of accurate premising, the manager would undoubtedly be helped by reducing the risk of problems, anticipation of future situations and opportunities though not eliminated completely.
5. **Decide the planning period:** Is the thinking of how far should the plan be made and for different purposes, though planning periods vary from one organization to another that also raise to the two (2) important concepts of **operational** and **strategic** planning. Therefore, **Operational** planning focus on the **short term** plans while **Strategic** planning focus on the **long term** plans.
6. **Develop alternatives and select the course of action:** Is the development of variety of alternatives courses of action to be evaluated and choose the most appropriate/suitable alternative where objective may be achieved. e.g. technocracy may be developed by with in research, collaboration with a foreign company or by trying up with a research laboratory which an organization can grow by expanding its scale of operations or through acquisitions merger. The general thumb rules to select the course of action are economic success the impact on the society and technical feasibility. Therefore, the alternative courses are the evaluation in the light of the premises and the overall goals of the organization.
7. **Derivation plans:** Are the plans’ results developed for the various levels down the organization where its execution is possible when specific plans are finalized for the various departments like production, marketing, finance, personnel and others with well specified objectives to be followed by these departments.
8. **Review periodically:** Is the timely follow up of planned activities adequately which helps in taking corrective actions and to make sure that plan is contributing for the intended results**.**

**Qn.6) What are the different types of Plan? Explain them.**

Below are the different types of plans;

Mission or Purpose, Policies, Procedures, Rules, Programs, Budgets, Creativity and Innovation, The creativity process, Idea generation, Preparation, Incubation:

Illumination, Verification and Application, Organizational Creativity and Innovation, Climate for Organizational, Creativity, Accept change, Encourage new ideas, Tolerate failure, Freedom to achieve, Offer recognition and Factors Hamper Innovation.

**Explainations of types of plan**

1. **Mission or Purpose:** These are interchangeable words that states “a statement which defines the role that an organization plays in the society and necessarily to formulate the meaningful objectives” It establishes the values, beliefs, and guidelines that the organization hold in high esteem, Mission statement provided the answers for the two important questions which forces the management to define their customers and their needs, that ask; what is our business? And What should it be?
2. **Policies:** Refer to as “a statement of understanding which guides the thinking and action in decision making.” According to **Koontz and O’Donnell** Policies provide the framework within which managers operate and exist at all levels in the organization. Polices may be major affecting the whole organization while others may be minor or derivative affecting the functioning of departments or sections within the departments. Policies are laid down by the management for all the important functional and as such production policies, financial policies, marketing, policies, and personal polices to mention a few. E.g. in the personnel area and specific polices may be formulated for recruitment, training, compensation and so on. Whenever there is a need for any department issues that arises, the concern manager consults the existing department policy of the company and initiates all the necessary step required of that department accordingly.
3. **Procedures:** Refer to as a series of related steps or tasks to be performed in a sequential way and are closely interrelated with policies. e.g. a company may follow time-bound promotion policy to promote staff from within, the operation part of policy is specified by the procedures i.e. dedication of the formalities to be fulfilled to effect the promotion by the procedure. They are detailed at lower level though procedures exist at all levels which are called “Standard Operating Procedures” in other common way of speaking**.**
4. **Rules:** Is a prescribed course of action that detailed what is to be done under a given set of circumstances, suggest the required actions, requires that a definite action has to be taken in a particular way with respect to a situation. Rules is essential that it reflects a managerial decision that certain actions to be taken or not and shouldn’t be confused with **policies** and **procedures**. **Policies** contain some operational freedom or discretion while **rules** don’t allow discretion in their application whereas procedures may contain rules regarding the **Do’s** and **Don’ts.** There may be a procedure to attend to customers’ grievances in respect of post-sale services available only for a period specified after the sale.
5. **Programs:** According to **Terry** and **Franklin** they define Programas “a comprehensive plan that includes future use of the different resources in an integrated pattern and establishes a sequence of required time schedules for each in order to achieve stated objectives” Program is a broad term which includes goals, polices, procedures, rules, methods, standards, budgets and steps to be taken in putting a plan into action. Therefore, program may be major or minor. e.g.

A company may start upon modernization of the program of the plant, machinery and other manufacturing systems in a way, such an effort is a major program. The same way, a large organization may start computerizing all its activities and modernization of small equipment in some sections of the factory and computerization of a particular operation in a certain department may be as a minor program**.**

1. **Budgets:** Refers to as a plan statement for a given period of time in future expressed in financial or physical units, it contains expected results in numerical terms, and in a quantitative expression of a plan that vary in scope. Master budget contains the consolidated plan of action of the whole enterprise in a way the translated version of the overall business plan of the enterprise. Production budget represent the plan of the production while capital expenditure budget, raw materials budget, labour budget, etc. are a few minor budgets in the production department. One advantages of budgets are that; they facilitate the comparison of actual results with the planned ones by providing yardsticks for measuring performance.
2. **Creativity and Innovation:** Though they are used interchangeably, it is to know that both are different. **Creativity** is the generation of a new ideawhile **innovation** is the translation of such an idea into a product, service or method of production.

In **Lawrence B. Mohr’s Woods**, **creativity** “Is bringing something new into being while **innovation** implies bringing something new into use” while according to RosabethKanter, “Innovation is the generation, acceptance and implementation of new ideas, processes, products or services”. Since both **creativity** and **innovation** are two different functions, organizations need people good at both the functions. However, creativity alone does not contribute for organizational effectiveness unless the creative ideas can in some way be used or implemented. For the organization to benefit from goodness of new ideas, must be capable of implementation and must actually be implemented for the organization.

1. **The creativity process**: Are the thoughts like many products and services that we take for granted these days which are the results of creative people’s work. According to **J.P. Guildford**, a noted psychologist who coined the phrases ‘**divergent’** and ‘**convergent’** to describe different thinking styles in the early 1950s that **Convergent thinking** is the sort of thinking most of us are trained to do while **Divergent thinking** is quite different from convergent thinking. It is intuitive thinking and is quite different from convergent thinking. It is intuitive thinking useful to deal with problems permitting several possible solutions where novel, unexpected answers emerge.

Our brain has two distinct hemispheres **Psychologically**: one on the **left** side and one on the **right** side. **Psychologists** have long back established that these two halves have totally different jobs. The function of the left side of the brain is **linear thought process**- the type of thinking involved when you solve a mathematical problem. The right side of the brain acts or behaves in a different way. Its functions are **connected with imagery, and with intuition or ‘gutfeel’**.

There is an obvious parallel between convergence/divergence and the left brain/right brain model. In other words, convergent thinking takes place in the **left brain** while, divergent thinking in the **right brain**. Having understood the two spheres of the human brain, let us acquaint with the process of creativity.

1. **Idea generation:** Is the awareness about the “gaps” in the market that concerns with selection of problem to work on or become aware of problems or that need to exists which is the starting point for the new product development required.
2. **Preparation:** Is the requiring of the **psychological attributes** such as openness to experience, tolerance for ambiguity, willingness and courage to redefine the existing concepts and beliefs. It is an individual’s obsessed with the idea/problem, recalling and collecting information that seems relevant and dreaming up hypothesis without evaluating them**.**
3. **Incubation:** Is the relaxing and to activeness of subconscious mind after having assembled the available information to crucial steps where individual often appears to be idle or day dreaming. The subconscious tries to arrange the facts into patterns. Psychological freedom and safety are importantly required here.
4. **Illumination:** Is the flashing of the new integrative idea into individual’s mind which is experience quite often while eating, falling asleep or walking that must be recorded quickly due to its being forgotten easily by the conscious mind in the course of other activities.
5. **Verification and Application:** Is the individual sets out to prove by logic, analytical or experiment that the idea can solve the problem and can be implemented. Practical implications are examined by what is called **feasibility assessment** – both technical and economic for commercialization of the idea/concept is called **assessing the scalability.**
6. **Organizational Creativity and Innovation:** Is the thinking of what to use or translation of different talents in an organization as individual differs in their ability into organization results like products, processes or services. Managers need to know the steps involved in the creativity process and take appropriate initiatives to encourage the process.
7. **Climate for Organizational Creativity:** Is a permissive climate creativity which encourages the exploration of new ideas and new ways of doing things which would contribute to fostering creativity in organization, if practiced**.**
8. **Accept change:** Is the embracement of change in an organization towards their benefits and organization though some resists change for fear of losing the position, learning new skills and so. Such resistance to change should be overcome by clarifying the need and urgency for change.
9. **Encourage new ideas:** Is the welcoming of the new approaches into the system by the managers in the organization from top to the bottom by listening to their subordinates’ ideas and suggestions/ways of doing things in an open mind and by permitting more interaction if individuals have the opportunity to interact among them in a group and other groups in an organization as far as permissive, creative climate is concerned. Such an interaction encourages the exchange of useful information, the free flow of ideas and fresh perspective on problems.
10. **Tolerate failure:** Is the imbibing of the tolerance for failure as not uncommon even if the best efforts and intensions are in place which at the sometime be taken/understood as a learning experience.
11. **Freedom to achieve:** Is the abundancy of thoughts and actions by exploring newideas with no restrictions and by guiding organization members properly towards achievement.
12. **Offer recognition**: Is the motivation/reward of individuals who are creative to work hard on their assigned and well done tasks in tangible forms as salary increase and recognition**.**
13. Factors Hamper Innovation: Is the factors’ combination or putting together of new ideas and services/methods. According to **Rosabeth Kanter** who developed a list of ten types of attitudes that stifle the creative and innovative attempts or disposition of the people in the organization. such attitudes will have a dampening effect on organizational creativity and innovation.

**Understanding the following points may help you avoid getting into the trap.**

* Viewing any new idea from below with suspicion- because it is new, and because it is from below.
* Insisting that people who need our approval to act first go through several other levels of management to get their signatures.
* Asking departments or individuals to challenge and criticize each other’s proposals.
* Expressing criticism freely and withholding praise where it is due. (Keeping the people on their toes). Creating a fear psychosis among people that they can be fired at any time.
* Treating identification of problems as signs of failure in order to discourage people from letting you know when something in their area is not working.
* Controlling everything carefully. Make sure people count anything that can be counted frequently.
* Making decisions to reorganize or changing the policies in secret, and springing them on people unexpectedly.
* Making sure that requests for information are fully justified, and making doubly sure that it is not given out to managers freely.
* Assigning to lower-level managers, in the name of delegation and participation, responsibility for figuring out how to cutback, layoff, move people around, or otherwise implementing the threats you have thrown around.
* And above all, never forget that you the higher - ups, already know everything important about this business.

**Qn.7) “Failure to Plan is Planning to fail”. Discuss.**

**This means that “**since planning is not made and is defined as a looking ahead, trap laid down to capture the future, outlining of a future course of action in order to achieve the intended objectives, getting ready to do something tomorrow, then there will be nothing to be done in the future because in general it bridges the gaps between where we are and where we want to go which couldn’t be there when there is no planning done**.”**

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

1. **AN INTERNATIONAL ORGANIZATION THAT HAS SUCCEEDED DUE TO PROPER STRATEGIC PLANNING**

This could be a project or program, where project is only one unit while program contains many projects. The organization may succeed by having;

* Provision of effective planning, control and implementation.
* Provision of clear definition of the goals, ultimate benefits needed to be established and to ensure that the goals of the organization are effectively achieved within this process that can influence the degree of resistance the organization encounters.
* Consideration of all factors like skills, knowledge, goals and personalities in the project management.
* Possession of the necessary and requisite interpersonal and technical skills to facilitate control over the various activities within the project.
* Articulation of implementation stage at the project planning process and disaggregating by providing a number of milestones to be accomplished for completion.
* The control of the evolving project is pre-requisite to success.
* Monitoring and feedback adequately by which senior and managers can compare organization’s progress against initial projections at each stage of the project that enables the manager to anticipate problems and take pre-emptive corrective measures for the benefits of project overall.
* Introduction of a new system is normally involved in projects and new methods and ways of doing things in almost all cases.
* Consultation of the user and the degree of user involvement are important and can influence the extent of support for the project or its implementation plan.
* Good communication by the essential quality project manager within the team, the rest of the organization and outside bodies as well as the internal or external.
* A successful organization is on which **has been finished on time allocated, preforms to a technical/standard which satisfies the end user and is within its budget line.**

**Therefore, the success of the project in short can help by ensuring that the goals are properly defined to achieve as per the below two (2) stages;**

1. Ensuring that the client specification is clear and understandable by first establishing the objective of the project that would help to ask the following questions;

* **What is it that the organization is setting out to achieve or is being asked to achieve?**
* **Will the suggested project fulfill these objectives?**
* **Have all the alternatives been considered and is the chosen option the best one available?**
* **Have the full effects of the project both inside and outside the organization been considered?**

1. Preparation of a project overviews (Project brief). The brief should take the objectives set out in the previous exercise and translate them into targets and goals. Any key constraints should be identified and stated at this stage. The brief should be agreed by the sponsor/client and communicated to the project manager. Any ambiguities or queries should be sorted out as soon as possible. A good way forward would be through the establishment of **success criteria** for the project. **Successful organization has to bare in mind/know the following** **CONSTRAINTS**
2. **Time:** Refers as an indication of the period of starting and ending and likely to be some relationships between time taken for a project and its cost.
3. **Resource availability:** Refers to the budget of project and cost constraints that may be set in different ways like an overall cash or detailed budget broken down over a number of expenditure headings. Resource available may in theory be sufficient to complete the project where there may be difficulties arising out of the way in which the project has been scheduled. i.e. scheduling of many activities to take place at the same time that may not be possible to be given the amount of the resources available.
4. **Quality factors:** refers to techniques which can be used to overcome the problems referred to below whether the project delivers goods to the right quality. They include:

* **Budgeting** andthe corresponding control of the project budget through budgetary control procedures.
* **Project planning** and **control** techniques such as grant chart and network analysis.

How the various constraints on project completion are likely to be interlinked with each other is an important point to note at current stage. E.g. problems with time constraints or resource constraints may be overcome by spending more through working overtime, employing more workers or purchasing better machines, budget problem may have a knock-on effect on the achievement of deadlines. It is important to remember that the key resource people are important in the fact that changing environment where tasks are often difficult, controversial with uncertain outcomes, “people management” skills are called for.

1. **AN INTERNATIONAL ORGANIZATION THAT HAS FAILED DUE TO POOR STRATEGIC PLANNING**

The organization may have **failed** due to the following most common reasons below;

a) Project goals are not clearly defined.

b) There can be constraints on the completion of projects arising from the different objectives of:

* Short time scale
* Resource availability
* Quality factors
* Human factors

**Project Goals’ problems**

* The project sponsor or client has an inadequate idea of what the project is about at the start.
* There may be a failure of communication between the client and the project manager. The may be due to a lack of technical knowledge on the part of the client or an overuse of jargon by the project manager.
* Specifications may be subject to constant change. This may be due to problems with individual clients, decision making processes at the client end, or environmental changes. E.g. the government may change the basic "rules of the game" before the completion of the project.
* The project goals may be unrealistic and unachievable, and it may be that this is only realized once the project is under way.
* The client may become carried away with the idea of the project and may be unable to see clearly what can be achieved.
* Projects may be highly complex and may have a number of objectives that actually contradict each other.

**Constraints on the completion of projects**

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