**PGD003 - Post Graduate Diploma in Project Planning and Management**

**MODULE 1 – PROJECT MANAGEMENT**

**MERCY RURII**

**AUGUST 2018**

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

Organizations are complex. Management is a process that brings coherence to the operations of an organisation. It is a function that organizes people and resources to achieve a stated end, a practice of consciously and continually shaping organizations, without which organizations are likely to flounder.[[1]](#footnote-1) Management is also a process as it never ceases and continues throughout the life of an organization. Managers have to lead better, so that others can know better and therefore act better.[[2]](#footnote-2) Various authors have different ways of looking at the management process, but there are four essential and interrelated management functions; Planning, organizing, directing and controlling.

Planning is looking ahead and putting in place a course of action to achieve an objective, complete an activity or a series of activities in a systematic way using the available resources and within a defined timeframe. It is therefore the translation of ideas into action. Planners must understand something about institutions in general, and know their specific institutional contexts in particular.[[3]](#footnote-3) Plans can be on different levels by different managers, departments or organizational units within an organization. However, all these subsidiary plans must be in line with a bigger organizational masterplan devised by the senior management or there would be disconnect between plans from Human resources, production units and information technology departments, and the organization’s overall plan. Planning helps to organize, direct and control the affairs of an organization within certain parameters.

Organizing is the craft of establishing relationships or scheduling activities in terms of how both human and financial resources are grouped, how people, departments are coordinated and interact with each other to achieve objectives. Organizing is a definition of relationships in terms of communication and reporting; allocation of responsibility and authority for decision making; allocation of tasks.[[4]](#footnote-4) Aircraft manufacturers, road construction companies, software development, pharmaceutical companies have different targets, use different materials. Some would tend to emphasize structure and technology rather than process, some may be more concerned with fatalities than with lasting damage in other domains such as reputation, legitimacy, and survival of the social entity organization.[[5]](#footnote-5) These differing outlooks determine how an organization is established structurally in order to achieve its objectives. In order to organize effectively, the organization must have a plan in place or a course of action such that the activities, departments, and resources are scheduled to respond to the determined course of action.

Directing – once a plan is in place and the organization structure is determined, then there ought to be a driver that leads the organization to attain the stated objectives. This task involves harnessing human energy to meet the organization’s requirements. In a sense, in order to direct effectively, depending on the type of organisation, it is important for managers to understand the people and the teams with which they work, interpersonal relationships, interactions among teams, and be able to offer solutions, encouragement and motivation where needed. They need to be firm, assertive but fair in their dealings with members of staff or project teams. If a manager cannot galvanize people around the objectives of the company, or build an environment where people feel motivated and understand their roles, then the planning and organizing functions of the organization would not yield the desired outcomes.

Controlling – An organization must be able to tell at certain points or with certain milestones whether the targets are being met, the quality of product is as expected, and whether the organization is on course to meet its objectives. It must be able to review progress or otherwise, in order to correct errors that may occur, change course should it be required, fast track an activity, or delay a product should the environment call for it. In order to achieve this, an organization or the management of an organization must have a system in place to verify that what it set out to do is being met and conforms to the plan set. Deviations have an impact on the organization and direction functions of management as they can lead to changes in how activities or tasks are organized, how resources are deployed at certain points, and how changes affect the human resource available to carry out tasks. While plans define the strategies, tactics and methods for achieving project objectives, they cannot bring about the required end by themselves; they must be complemented with monitoring and control to achieve their goals. Control provides the required checks and balances for ensuring that the plans and overall project objectives are achieved.[[6]](#footnote-6)

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

Management can motivate or demotivate, can plan, strategize, direct and control how an organization runs, how it is structured or restructured, and how the human resource is developed and composed. There are three management levels:

1. **front-line or entry level management**

These are the managers closest to employees and are generally graduates being trained as management trainees but also persons getting into management from the most basic level. Frontline managers need to have self-confidence and self-assurance as well as be critical thinkers to manage a number of employees, whether they are referred to as supervisors, foremen, junior executives or other titles they may hold. At this line of management, the managers will usually learn hard skills associated with the technical aspects of performing the work over time. These skills usually require the acquisition of knowledge, are primarily cognitive in nature. They also need soft skills such as interpersonal, human, people or behavioral skills needed to apply technical skills and knowledge in the workplace.[[7]](#footnote-7)

1. **middle Management**

Middle management reports to top management and comprise different types of mid-level professionals, with technical know-how including general line managers (e.g., divisional or strategic business unit heads), functional line managers (e.g., vice presidents of marketing) and team- or project-based executives (e.g., leaders of strategic initiatives).[[8]](#footnote-8) This position enables them to act as the interface between top management and other cadres of employees. Their main distinguishing feature is their unique access to top management and their knowledge of operations that enables them to be mediators between the organization’s strategy and day-to-day activities.

1. **Top Management**

A firm's top management team is responsible for setting firm direction, identifying environmental opportunities and problems, interpreting relevant information, considering organizational capabilities, setting policies, identifying criteria for success among other markers necessary for an organization to achieve its objectives. The team utilises mainly conceptual skills. It constitutes the decision making personnel like the Board of a company, the Chief Executive Officer, Chief Operating Officer, and Human Resource Officer. The nature and effectiveness of organizational responses vary in part with how top management triggers and interprets strategic issues.[[9]](#footnote-9) Top management can motivate or demotivate the human resource if policies are not seen to be inclusive or not fair and just to the personnel.

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

To deliver on the objectives of the organization, managers rely on certain skill sets. These could be hard or soft skills as they have technical skills, conceptual skills, skills to deal with people in general or to have the capacity to strategize of manage resources effectively. Skills can be broadly defined in categories: technical that are task specific like financial skills; conceptual skills that have to do with ability to think strategically such as problem solving and planning; and human or interpersonal skills that have to do with directing, coordinating and controlling, and communicating. Some skills are transferrable and others not.

**Technical Skills –** These are very task specific and cover expertise in a specific field, for example, finance, human resource, public relations, accounting and marketing. They and are more important for frontline managers and middle level managers than top managers. These skills would include writing legal documents, financial reports, marketing strategies, aircraft design. One cannot draw an aircraft design with specifications if they do not understand aerospace technology. One must have an intricate understanding of aerospace engineering to manage the development and production of an aircraft.

[](https://www.google.co.ke/url?sa=i&rct=j&q=&esrc=s&source=imgres&cd=&cad=rja&uact=8&ved=2ahUKEwjVha7s3e7cAhUPaBoKHQj9A_YQjRx6BAgBEAU&url=https://study.com/academy/lesson/interpersonal-skills-in-the-workplace-examples-and-importance.html&psig=AOvVaw3qzuFAU5KyXXn3ebymcYLK&ust=1534411347558222)**Interpersonal Skills –** A manager juggles many different relationships within an organization. Across departments, top to bottom, their own supervisors and subordinates, and other stakeholders. To succeed a manager has to develop capacities to deal with the people, to understand their issues and how they affect performance, to ensure teams are cohesive to deliver effectively. They have to be able to communicate clearly, inspire, motivate, mentor, and train others around them. Conflict among personnel is bound to happen and how a manager handles conflict can determine ones capacity to build a cohesive team.

**Conceptual Skills –** conceptual skills are skills that allow a manager to see the broad picture of the organization; how the organization is positioned in relation to the environment in which its industry or core business operates. They are in a sense the talent to use information to resolve industry troubles, recognition of opportunities for improvement, recognizing dilemma areas and executing solutions, selecting vital information from stacks of statistics, understanding the business users of expertise, understanding the organization's business model.[[10]](#footnote-10) Conceptual skills include forecasting and strategy mapping as the manager attempts to determine what the firm should do to compete or survive.

**Diagnostic Skills –** Managers should be good at problem solving or understanding the cause and effect of a situation and the ability to manage it. They need to be able to identify an issue, a challenge or a problem and develop solutions to address the issues. As a leader, diagnostic skills allow ones subordinates to have confidence in the leadership capabilities of the manager. This skill relates with other skills because a manager may need to use technical, human, conceptual or political skills to solve the problem. First-level managers may deal primarily with issues of motivation and discipline, such as determining why a particular employee's performance is dipping and how to improve it. Middle managers are likely to deal with issues related to larger work units, such as a plant or sales office. For instance, a middle-level manager may have to diagnose why sales in a retail location have dipped. Top managers diagnose organization-wide problems, may address issues such as strategic position, and the possibility of outsourcing tasks.[[11]](#footnote-11)

**Communication Skills –** Communicating effectively is one major function of managers, be it written, spoken, electronic or even non-verbal. They spend most of their time talking to staff, stakeholders, sponsors of companies, management of different levels, and departments as they are the bridge between personnel in the organization. They have to be able to transmit information horizontally or vertically, but also have to be able to listen in order to perform their work effectively. For instance, a projects is lagging behind or an unforeseen event happens that has some drastic implications on cost. How a manager communicates the information, the medium used, the timeliness and detail can have a significant impact on the progress of the project.

**Decision-Making Skills -** Is it better to lease a fleet of cars or purchase them?A manager should know how and when to make a proper decision. Decision making is the capacity to follow one course of action or another based on the background information that a manager has, the guidelines and policies laid out and the trajectory the organization or department wants to follow. Before a manager makes a decision, there should be a comprehensible strategy identified containing rules, regulations and directions. Even the person occupying the smallest position in the organization will comprehend the choices and judgments made by those belonging in top management.[[12]](#footnote-12)

**Time-Management Skills –** A manager has many competing interests; projects to deliver, schedules to adhere to, reports to write, people to manage, meetings to attend, leave to take, and family to attend to. To accomplish all these tasks, a good manager then has to be able to organize and plan how to divide their time, prioritize activities, delegate tasks and accomplish all the objectives. A good manager must know how to work smart and avoid pressure and stress emanating from all the tasks they need to accomplish, effectively and efficiently within the timeframes given.

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

Planning is developing a sequence of actions organized in a systematic way to achieve a certain goal or objective. It responds to 4 essential aspects; what needs to be done, how will it be done, who will do it and when it shall be done. Planning consists of processes that establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.[[13]](#footnote-13) It allows a manager to have detailed and realistic estimates of timelines, resources and cost of the tasks that should be achieved. However, given there are feedback loops in the life cycle of a project, there would likely be adjustments to a plan, no matter how well conceived, and a manager would have to revisit the plan to incorporate significant adjustments to the plan. A good plan must take into account assumptions, risks, internal and external environment. In addition, different levels of management have different inputs into the planning process; top management may have the overarching plan, the big picture plan to which other managers have to add their subsidiary plans to meet the same goals or objectives. Plans could also differ depending on what kind of project is being undertaken; construction, software, infrastructure, a project on fast moving consumer goods or projects in the non-profit sector. Although planning does not guarantee project success, lack of planning will probably guarantee failure.[[14]](#footnote-14)

**Objectives and principles of planning**

Every organization has an objective or a goal to achieve within a certain time period with the resources available. In order to achieve these goals or objectives, an organization must have a series of activities and tasks that lead to the accomplishment of the objectives envisaged. Therefore, planning enables an organization make things happen or realize its intended objectives. It aligns the tasks, with the human, financial and material resources that are required to meet the objectives. In planning, managers identify the gaps, make certain assumptions, accommodate certain risks, and make contingency plans that allow the organization or the project team navigate through and ultimately accomplish the objective. In addition, a plan makes it possible to control activities, resources, and schedule them appropriately. For instance, if a plan I in place and a resource becomes unavailable for a task, or the environment requires that certain tasks are delayed, a manager can consult the plan and make a determination of which activities can be fast tracked, run in parallel, which other resource can be called up to cover the unavailable resource and if this causes a lag in the project, the manager can re-organize to bring the project back in line with the timeline.

**Principles of planning**

**Take Time to Plan** – a plan is a course of action that takes into account a sequence of activities that allows an objective to be achieved. To reach that end, a manager needs to be systematic in developing a plan; and would need to consider several factors: resources to be used and their availability, time required, projects underway that would affect the project to be undertaken, the regulatory environment, risks and assumptions being made on the project, and the economic conditions under which the project would operate. There are many factors to consider and if a manager is in a hurry and does not do the background research appropriately, these issues can crop up and derail a project.

**Planning can be top down and bottom up** – top management plans at a high level; the general objectives, the strategy to achieve set objectives. Thus, a plan can emanate from top management that would give direction on what departments should do to fall in line with the big picture. However, planning can also be from the bottom for instance if you are a plane manufacturer, the top management can have the big picture of building a bigger plane. However, the production department would put together the plan required to deliver a plane given the processes required, the personnel involved, the resources to be expended, the supply chain of constituent parts of the plane; the engines, fuselage, wings and stabilisers, electricals, chairs, washroom facilities, design teams etc. Top management cannot produce the plan but can approve, or not, the plans from the production team or give its input thus taking a bottom up approach.

**Involve and communicate with all those concerned** – A manager’s primary occupation in a project is communication. A manager should keep all those involved in a project appraised of the project, whether it is on course or not, remedial measures, risks going forward. These should be communicated to the sponsor of the project, the team to deliver the projects, and the stakeholders in the project will touch. This helps all stakeholders get on board with the project and get information in good time so as to avoid complications and unnecessary arguments that would delay the project further. Communications must also go through a planning process. This would determine the information and communication needs of all stakeholders; who needs what information, when they will need it and in what form and through what channel it will be given to them.[[15]](#footnote-15)

**Plans must be flexible and dynamic** – the environment, regulatory, economic, industry, have an impact on the project. A software development project would have a different plan from a health project given the environment, the processes involved, regulations, and timelines are different. However, no matter the industry, plans have to have a capacity to evolve as the project goes on to allow them respond to the environment and have the capacity to catch up ultimately to the main goal, and keep the cost of making adjustments under control.

**Evaluate and revise** – There has to be a benchmark against which a project is evaluated. This cannot be done without a plan as it lays out the benchmark of time, resources, scope, and the quality expected. The control function of the manager is therefore to ensure that there is a system to manage changes to the projects, that the quality agreed upon is met on schedule even with the changes or adjustments required, or the schedules are revised to take into account the resources or prevailing environment. Thus a manager, as much as the plan, must be agile and make provisions for issues that may come up that may require a revision even of quality but within a structured system so it does not deliver a product that is of lower standard and over budget.

1. **Explain the planning process**

The project manager is responsible for ensuring that all challenges are overcome in order to guarantee that all planning processes are properly executed. The project manager must be able to identify all those issues and tasks that would have an impact on the successful completion of the projects. Planning therefore goes from the conceptualisation to closure of a project. The figure below shows the steps in planning process.

After plans are developed and the projects or programmes have started, it is always good practice to review the plan periodically. Without a review, a manager cannot determine if the project is lagging behind, within budget, within scope, and of the quality determined. In addition, remedial measures cannot be taken in time, should they need to.

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

Organizations are of different types and how they are organized also differs. For instance a health care facility like a hospital is different from an infrastructure development organization and would then have different types of plans.

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

Planning requires an adequate framework or a project can precipitate into chaos with no way to turn it around. For instance, a construction company plans to put up a 30 storey building. For it to achieve this, a few questions must be asked; why, where, when, who and how this would be accomplished. Would putting up a building be a better option than leasing or renting? Where would that building be located and what is around that area in terms of infrastructure that will need to be built from scratch or modified? What regulations would the organization need to adhere to; how many building codes exist for the area in which the building will be located? What resources are required to complete the building and are they available? How long would it take to put up the building and what could impact that timeline? Would the building be glass, stone, mixed? Are there architects, quantity surveyors, electrical companies available within the anticipated timeframe? Which is the sequence of activities to allow scheduling resources? What quality is anticipated and how will changes be controlled to avoid running the budget out before the project is complete? Drawing up a plan requires that all these factors are put into account, as far as possible and mitigation measures to risks be put in place. In taking the time to plan, an organization also helps managers execute their duties with clarity and can navigate the known issues and the unknowns.

No plan is perfect and the conditions anticipated may change over time. However given there is a plan, it would be possible to work through the changes to see how best to rectify defects and catch up with what needs to be done. If there is no plan, how would a manager execute the construction of a building? Without a plan, there is no telling whether one is right or wrong, whether a project is on schedule or not, whether the resources are available or not. One can start and before the foundation is laid, resources become unavailable, building codes change and there was never a contingency plan.

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

Following is an examination of two organizations: the conceptualisation, development and delivery of Boeing 787, otherwise known as the Dreamliner, and the World Food Program.

Conceptualising, developing and delivering an aircraft is a complex project and present enormous challenges in project management. After losing market share to Airbus (owned by EADS) in the late 1990s, Boeing was under pressure to decide between two basic competitive strategies: reduce the costs (and the selling prices) of existing types of aircraft or develop a new aircraft to raise revenues through value creation.[[16]](#footnote-16) In 2003, Boeing decided to focus on creating additional value for its customers (airlines) and their passengers by developing an innovative aircraft, the 787. It therefore conceptualised an aircraft that would be 20% lighter than other aircrafts. It would be the world’s first carbon-composite airliner, as opposed to traditional metals like aluminium. This would allow for maintenance of increased humidity and pressure in the passenger cabin, which would offer substantial improvement to the flying experience. It would enable the Dreamliner to take long-haul flights to offer direct/nonstop flights between any pair of cities without layovers, which is preferred by most international travelers. It would also use new engine technology that represented almost a two-generation jump in technology. In addition, with a capacity between 210 and 330 passengers and a range of up to 8,500 nautical miles, the 787 was going to be designed to use 20% less fuel for comparable missions than similarly sized airplanes and the cost-per-seat mile was expected to be 10% lower than for any other aircraft.[[17]](#footnote-17) With these specifications, the orders from airlines exceeded expectations.

The aircraft was going to be in commercial service by 2008. In 2008, Boeing announced the plane would be delayed, and that turned out to be a 3 year delay to 2011. The initial estimated cost from development to delivery was US$ 5 billion, but the budget over ran to US$ 23 billion. Two years after entry into commercial service, two of the 787s experienced onboard emergencies that were caused by a lithium ion battery, almost grounding all 787s. The project failed to meet the three pillars of project management. The plan was perfect; outsource the manufacture of constituent parts to different suppliers, which would reduce costs, shorten the development time and meet the needs of the sponsor, and the clients (airlines) and their passengers.

What went wrong with a seemingly perfectly conceived plan by a company that has managed projects for decades? Three things:

Figure 1: Duncan Haughey

**Outsourcing** – while the idea was to reduce overall costs by outsourcing across 6 countries and 50 suppliers, Boeing, as the sponsor of the project, lost control of the production process, involved too many stakeholders in terms of suppliers that complicated the supply chain and management process of the aircraft production. The fuselage production, fasteners, wings, stabilisers among other parts were delayed and some suppliers did not have the requisite aerospace experience. There was a lapse in the due diligence performed by Boeing management before issuing the contracts. It can therefore be inferred that Boeing itself did not have the requisite skills in terms of personnel at top management level that understood sufficiently the supply chain of this extremely complex project.

Figure 2: www.Boeing.com

**Assumptions and risks –** These were not properly analysed or were ignored altogether. Management did not consider the discontent of its own employees due to the outsourcing and faced unending strike actions from its unionized employees sometimes for 3 months at a go. In addition, top management also ignored expert advice on the risks associated with outsourcing such large and complex projects. Boeing received advice from its technical experts before initiating this project, which was to keep with traditional methods of design and manufacture the company had used to date but, ironically, Boeing ignored this advice in an attempt to cut costs.[[18]](#footnote-18) The interruption to supply, the disjointed communication with a large number of stakeholders, the belief that all suppliers understood the project the same way, and the failure to log in these assumptions and risks became a crisis point.

**Direction and control** – Boeing lost control of the production process; it could not direct how the project would run, what technical specifications needed to be adhered to and how all the suppliers would work together to the same result. There was a lack of convergence in the strategy and the plan did not envisage a situation of periodic inspection by Boeing employees on the production units that had been outsourced. For Boeing, the strategic plan was well conceived, but was so poorly executed that the 787 program was almost discontinued. To rectify this situation, Boeing had to finally pull some of its human resource and place them in the other production units and re-organize the production, technical and top management within Boeing and also the other production units that had contracts for the 787 in order to rescue the project.

Established in 1961 by the Food and Agriculture Organization and the United Nations General Assembly, the World Food Programme (WFP) is both a humanitarian and development UN agency and is the world’s largest humanitarian agency fighting hunger worldwide. It has four areas of operation:

1. [Emergency operations (EMOPs)](https://www.wfp.org/operations/emergency) provide immediate assistance
2. [Protracted relief and recovery operations (PRROs)](https://www.wfp.org/operations/relief) rebuild after an emergency
3. [Development operations (DEVs)](https://www.wfp.org/operations/development) improve food security for communities
4. [Special operations (SOs)](https://www.wfp.org/operations/special) create the specific infrastructure needed for Emergency Operations

It therefore focuses on distribution of food where it is needed to save the lives of victims of war, civil conflict and natural disasters in emergencies and development, using food to help communities rebuild their lives. According to its Strategic Plan for 2008 – 2013 WFP identified objectives for the organization: Save lives and protect livelihoods in emergencies; prevent acute hunger and invest in disaster preparedness and mitigation measures; restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations; reduce chronic hunger and under-nutrition; strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase. According to analyses on WFP,

Over three-quarters of WFP evaluations reported findings of satisfactory or better for four sub-criteria (77% for “Programs and projects achieve stated objectives”; 92% for “Positive benefits for target group members”; 82% for “Substantial numbers of beneficiaries/contribution to national humanitarian and development goals”; and 81% for “Significant changes in national humanitarian and development policies/programs”). However, the most cited achievements were in the distribution of food aid and other programming, which contributed to improvement of food consumption, prevention of acute hunger and reduction of the risk of chronic hunger and malnutrition for target populations. A key factor contributing to WFP effectiveness is its strong logistics capacity. WFP also achieved its objectives and expected results when it engaged in policy dialogue with and provided support to developing country governments for the development of national humanitarian and development policies and programs. Program interruptions due to financial issues were most likely to detract from the achievement of objectives and expected results.[[19]](#footnote-19)

WFP Faces Challenges in Promoting Gender Equality – This would be expected given WFP had no gender strategy at the time the evaluation was written and if gender is not written into the strategic plan and neither is there a gender strategy, then it is not possible to find it within programmes unless as very loose add on to programmes that may not have a realisable impact. Measuring sustainability of benefits or results is a challenge even where programmes are relevant to their context or environment – during planning, there has to be written into the plan the criteria against which success can be measured, especially quantitatively but also to some extent using qualitative measures. If these are not identified right out, a programme may have a lot of good work but difficult or impossible to measure if the criteria was not set out in the plan in the first place.

The important factors contributing to the positive results related to the relevance of WFP’s interventions are the quality of WFP’s needs assessments and the nature of the arrangements of the partnerships, created by forming strong links with developing country governments, other multilateral agencies and civil society and, to some extent, donors. In a sense, WFP understands its stakeholders and take the time to plan the stakeholder engagement. This enables the programme to remain relevant and be able to anticipate what may come in the foreseeable future. Without stakeholder engagement, it would be near impossible for WFP to operate as it operates in highly volatile areas usually caused by political conflict.

Resources are key to the operation of WFP and comes from donors. The programme’s plan factors in the risks associated with this dependency. Frequent financial issues (e.g., lack or unpredictability of donor funding) contribute to inefficiency and timeliness of WFP’s programming. Furthermore, efficiency is affected by logistics and transportation setbacks, and the need to serve much dispersed populations.[[20]](#footnote-20) Effective management of logistics and the WFP’s greater use of local resources are factors that contribute to relative efficiency.

A good plan also has to be evaluated and controls put in place so the programme can achieve its stated goals and objectives. For WFP, it makes good use of evaluations but has weak monitoring systems and given the contexts in which it works where some places are inaccessible for either conflict, floods or earthquakes and other factors, monitoring can be very difficult to undertake. In addition, monitoring requires a reasonable level of capacity and insufficient capacity both within WFP and within its partner organizations for monitoring and inadequate performance frameworks for programming hampers effective monitoring and control of the programme which is also impacted by lack of sufficient resources.

WFP is a successful programme especially considering the environment in which it operates. However, its plan has to take into account issues of monitoring, sustainability and gender for it to go even further even in situations of resource constraints.

**Bibliography**

Alexander, E. R. (2005). Institutional Transformation and Planning: From Institutionalization Theory to Institutional Design. New York; Routledge.

Bacarrini, D. (1996). The concept of project complexity a review. Great Britain; Elsevier Science Ltd and IPMA.

Dvira, D., Razb, T., Shenhar, A. J. (2002). An empirical analysis of the relationship between project planning and project success. Ben Gurion University. Elsevier Science Ltd and IPMA.

Globerson, S., & Zwikael, O. (2002). The Impact of the Project Manager on Project Management Planning Processes. The Professional Journal of the Project Management Institute.

<https://www.ukessays.com/essays/management/the-conceptual-skills-required-for-a-manager-management-essay.php>

<http://www.referenceforbusiness.com/management/Log-Mar/Management-Levels.html>

<http://www.managerialskills.org/managerial-skills-decision-making/>

Idoro, G. I. (2012) Journal of Construction in Developing Countries; Influence of the Monitoring and Control Strategies of Indigenous and Expatriate Nigerian Contractors on Project Outcome. Malaysia; Penerbit Universiti Sains.

Kliest, T. & Singh, G. (2012). Review of the World Food Programme’s Humanitarian and Development Effectiveness. Policy and Operations Evaluation Department Netherlands Ministry of Foreign Affairs & Evaluation Directorate, Canadian International Development Agency.

PMI Institute. (2017) PMBOK GUIDE. Newton Square, PA. Projet Management Institute.

Mintzberg, Henry. (2009). Managers not MBAs. San Francisco; Berrett-Koehler Publishers Inc.

Ruari O'Donnellan. Project Failures: Boeing’s 787 Dreamliner. https://www.brightwork.com/blog/project-failures-boeings-787-dreamliner

Tang, C. S., & Zimmerman, J. D. (2009). Managing New Product Development and Supply Chain Risks: The Boeing 787 Case. UCLA Anderson School. Supply Chain Forum

Weber, M.R., Finley, D.A., Crawford, a., Riviera, D. Jr. (2009). An exploratory study identifying soft skill competencies in entry-level managers. Palgrave Macmillan.

Weick, K. E., Sutcliffe, K.M., & Obstfeld, D. (2008). Los Angeles. Sage Publications Ltd.

Wiersema, M. F., & Bantel, K. A. (1992). Top Management Team Demography and Corporate Strategic change. Published Online: 30 Nov 2017. https://journals.aom.org/doi/abs/10.5465/256474

Wooldridge, B., Schmid, T., Floyd, S. W. (2008). The Middle Management Perspective on Strategy Process: Contributions, Synthesis, and Future Research. Cambridge. Cambridge University Press.

1. <http://shodhganga.inflibnet.ac.in/bitstream/10603/4644/8/08_chapter202.pdf>. [↑](#footnote-ref-1)
2. Mintzberg, H. (2009(. Managers Not MBAs: A Hard Look at the Soft Practice of Managing and Management Development. Berrett-Koehler Publishers, 9 [↑](#footnote-ref-2)
3. Alexander, E. R. (2005) Institutional Transformation and Planning: From Institutionalization Theory to Institutional Design Planning Theory. Routledge, 209. [↑](#footnote-ref-3)
4. Baccarini, D. (1996). The concept of project complexity. International Journal of Project Management Vol. 14, No. 4, 201-204. [↑](#footnote-ref-4)
5. Weick, K. E., Sutcliffe, K.M., & Obstfeld, D. (2008). Organizing for High Reliability: Processes of Collective Mindfulness. Crisis Management VOLUME III, 38 [↑](#footnote-ref-5)
6. Idoro, G. I. (2012). Influence of the Monitoring and Control Strategies of Indigenous and Expatriate Nigerian Contractors on Project Outcome. Journal of Construction in Developing Countries, 49 [↑](#footnote-ref-6)
7. Weber, M.R., Finley, D.A., Crawford, a., Riviera, D. Jr. (2009). An exploratory study identifying soft skill competencies in entry-level managers. Tourism and Hospitality Research Vol. 9, 354 [↑](#footnote-ref-7)
8. Wooldridge, B., Schmid, T., Floyd, S. W. (2008). The Middle Management Perspective on Strategy Process: Contributions, Synthesis, and Future Research. Journal of Management, Vol. 34 No. 6, December 2008, 1192 [↑](#footnote-ref-8)
9. Wiersema, M. F., & Bantel, K. A. (1992). Top Management Team Demography and Corporate Strategic change. The Academy of Management Journal vol 35, No. 1 (March 1992), 1 [↑](#footnote-ref-9)
10. https://www.ukessays.com/essays/management/the-conceptual-skills-required-for-a-manager-management-essay.php [↑](#footnote-ref-10)
11. http://www.referenceforbusiness.com/management/Log-Mar/Management-Levels.html [↑](#footnote-ref-11)
12. http://www.managerialskills.org/managerial-skills-decision-making/ [↑](#footnote-ref-12)
13. Projet Management Institute, (2017) PMBOK GUIDE. Newton Square, PA. [↑](#footnote-ref-13)
14. Dvira, D., Razb, T., Shenhar, A. J. (2002). An empirical analysis of the relationship between project planning and project success. Elsevier Science Ltd and IPMA, 89 [↑](#footnote-ref-14)
15. Globerson, S., & Zwikael, O. (2002). The Impact of the Project Manager on Project Management Planning Processes. The Professional Journal of the Project Management Institute Volume 33 Number 3. September 2002, 63 [↑](#footnote-ref-15)
16. Tang, C. S., & Zimmerman, J. D. (2009). Managing New Product Development and Supply Chain Risks: The Boeing 787 Case. UCLA Anderson School, Supply Chain Forum, Vol. 10 - N°2, 74 [↑](#footnote-ref-16)
17. Tang, C. S., & Zimmerman, J. D. (2009). Managing New Product Development and Supply Chain Risks: The Boeing 787 Case. UCLA Anderson School, Supply Chain Forum, Vol. 10 - N°2, 74 [↑](#footnote-ref-17)
18. O'Donnellan. (2016) Project Failures: Boeing’s 787 Dreamliner. https://www.brightwork.com/blog/project-failures-boeings-787-dreamliner [↑](#footnote-ref-18)
19. Kliest, T. & Singh, G. (2012). Review of the World Food Programme’s Humanitarian and Development Effectiveness, vii [↑](#footnote-ref-19)
20. Kliest, E., & Singh, G. (2012). Review of the World Food Programme’s Humanitarian and Development Effectiveness, P. 10 [↑](#footnote-ref-20)