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PGD IN PROJECT PLANNING AND MANAGEMENT

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Question1. What are the four basic functions that comprise the management process? Explain briefly how they are related to each other

According to Stephen Robbins, management is the process of coordinating work activities so that they are completed efficiently and effectively with and through other people. The process represents the primary activities engaged in by managers. These functions are typically labelled planning, organizing, leading and controlling. These functions are the manager’s tools to achieve the organizational goals and objectives and are interrelated and interdependent so that a significant change in one function affects the functioning of others. This relationship is shown below:

**Planning**

Planning is considered the central function of the management and it determines the organization’s direction. It is a rational and systematic way of making decisions that will affect the future of the organization or company. It involves the ongoing process of developing the organization or business mission and objectives and determining how they will be accomplished.

Peter Drucker has defined planning as follows:

“Planning is the continuous process of making present entrepreneurial decisions systematically and with best possible knowledge of their futurity, organizing systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectations through organized and systematic feedback.” Examples of planning are assigning deadlines, scheduling employees, and establishing when to reorder goods or supplies.

**Organizing**

The function of organizing involves the determination of the required resources and activities that needs to be done in order to achieve the organization or company goals, assigning these activities to the proper personnel and delegating the necessary authority to carry out these activities in a coordinated and cohesive manner. Therefore, the organizing function is concerned with; Identifying the tasks that must be performed and grouping them wherever necessary, assigning these tasks to the personnel while at the same time defining their authority and responsibility, delegating such authority to these employees, establishing a relationship between authority and responsibility and coordinating these activities.

**Leading**

Leading involves influencing the employees towards the attainment of organizational objectives so that they perform their activities in the most efficient manner possible. Effective leading requires the manager to motivate subordinates, communicate effectively, and effectively use power. The communication must be open both ways so that the information can be passed on to the subordinates and the feedback received back from them. Motivation factor is very important, since highly motivated people show excellent performance with less direction from superiors. Supervising subordinates would give continuous progress reports as well as assure the superiors that the directions are being properly carried out.

**Controlling**

The function of controlling consists of those activities that are undertaken to ensure that the events do not deviate from the pre-arranged plans. It is the process of devising ways and means of assuring that planned performance is actually achieved. The controlling function involves: Setting up standards of performance, determining methods for measuring such performances, measuring the actual performance using these methods, Comparing these measurements with the pre-established standards and Taking corrective action, when necessary, to correct any deviations between the measured performance and expected performance.

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

The term level of management refers to a line of demarcation between various managerial positions. There are mainly three levels of management in most of the organization namely; top-level management, middle level management and frontline/supervisory management as discussed below.

**Front-Line or Supervisory Management**

This is the lowest level in the hierarchy of management. Usually the jobs at this level are the entry-level positions into management profession. Managers at this 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.

**Middle level management:**

Middle management level includes in many organizations more than on level. Managers who work at levels between the lower and top levels constitute the middle management. Departmental heads, Regional managers, Zonal managers and so on fall in this category. They report to top managers. Their principal responsibilities are to direct the activities of lower level managers who implement the organization’s policies.

**Top level Management**

Top management constitutes the highest level in the management hierarchy. This is the policy making level in any organization. This level consists of a small group of executives. Board of Directors, Chairman, Managing Director and the top functional heads such as COO, CIO, and such other C-suite managers, and divisional managers comprise this level. Top managers are responsible for the overall management of the organization. They decide the enterprise objectives, policies and strategies to be pursued to achieve the objectives. They provide direction to the organization by guiding its interactions with the environment.

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

The most important management skills are technical, interpersonal, conceptual, diagnostic, communication, decision-making, and time-management skills.

**Technical Skills:** Technical skills are the skills necessary to accomplish or 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 others, 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.

Question 4. (a) what is planning?

According to Shapiro, Janet and Olive (1996) Planning is the systematic process of establishing a need and then working out the best way to the meet the need, within a strategic framework that enables you to identify priorities and determines your operational principles.

(b) Explain the objectives and principles of planning.

The essential objectives can be described as follows:

**To bring certainty in future events**: Planning provides a proper guidance to an organization how to bring certainty in future events for the achievement of organizational goals. As we know that future is uncertain & risk-oriented. What will occur tomorrow we cannot say with certainty, Hence to avoid these future uncertainties & to bring certainty in future events organization has to make plan.

**To provide specific direction**: Planning provides a specific direction for doing various activities in an appropriate manner.

**To bring economy in managerial operations**: It is an important objective of planning. Planning provides a proper guidance to an organization how to bring economy in all around operations. So that, organization can easily utilizes all available resources in the best & cheapest way.

**Forecasting**: Forecasting is the essence of planning. The objective of planning is to predict about the future course of events

**To attain predetermined goals**: It is one of the most essential objectives of planning. In fact, in the absence of planning any organization cannot able to achieve its predetermined goals in a proper way.

**To get victory over competitions**: Planning provides a proper guidance to an organization how to get victory over market competitions.

(c) Explain the principles of planning.

Systematic planning is essential for the success and survival of any organization. Organizations fail not because they do not plan, but because they do not 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.

**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.

**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.

**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.

**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. However, in a dynamic environment, to meet the unexpected changes, adequate flexibility has to be built into the plan.

**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. Such 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.

Question 5. Explain the planning process

A major decision at the outset of any project is to decide upon the organization and composition of the project team. In so doing, it is worth remembering that many members will have dual responsibilities of involvement in the project in addition to a commitment to other projects or management of a functional area on a day-to-day basis. It is at this stage that a project manager should be appointed and responsibilities made explicit for all members of the team. The selection of the team will be dependent upon the skill requirements of the project, and upon the matching of those skills to those possessed by individual members of the team. There may be a conflict here with hierarchical status. The project management team will therefore begin its task in advance of project proper so that a plan can be developed. An important first step is to set the objectives and then define the project, breaking it down into a set of activities and related costs. It is probably too early to determine exact resource implications at this stage, but expected requirements for people, supplies and equipment should at least be estimated during the planning stage.

Project Planning and Scheduling: The process involves planning sub-projects first and hence Definition must at least have identified the sub-projects and the major tasks involved in them. From this point, Planning and Definition tend to continue in parallel as a series of reiterations, gradually refining and hardening both Definition and Plans. The purpose of the Project Plan at this stage is to provide detailed realistic estimates of time, duration, resource and cost, and planning should be carried out only in sufficient detail to allow this to be achieved. Detailed planning for allocation of tasks to individuals is carried out progressively as the work proceeds. Where there are sub-projects these should be planned first and then combined to produce the overall project plan. Produce a plan for each sub-project or for the total project if there are no sub-projects as follows:

**Identify Major Activities.**

Break the work down into activities of the order of 20-50 days of effort, ensuring that milestones correspond to completion of one or more of these. In practice the achievement of a milestone is usually a good basis for identifying an activity e.g. 'prepare and perform user training'.

**Identify and Chart Dependencies.**

Produce a network chart for the sub-project showing dependencies between the major activities and dependencies on other sub-projects or external events.

**Estimate Effort and Duration**. Estimate effort and duration of each major activity

**Provide Contingency.**

At this stage, estimates are likely to be 'soft' and probably expressed in ranges, because precise details of the work are not settled. Contingency needs to be allowed both on the estimated effort and elapsed time because of:

* The likelihood of unforeseen work arising,
* The likelihood that tasks will take longer than expected,
* The likelihood of changes to requirements or plans before publication. (Subsequent changes should be processed through Change Control). Contingency provision should remain evident in plans (probably as one or more contingency 'tasks'). This provision should then progressively be removed from plans during Tracking and Control as a result of either:
* Being used up by e.g. tasks taking longer than planned,
* Or reaching a point where uncertainty is reduced such that a part of contingency provision can safely be deleted. This usually means the deletion of contingency allowed, but not used, on tasks now completed.

**Schedule Major Activities**. Determine the start and end dates for each major activity and produce a bar chart or other diagram, showing relationships between activities.

**Calculate Resource Requirements.** Calculate requirements for each time period. Identify needs for each resource type (e.g. systems analyst, user staff) and identify needs for special skills or scarce resources.

**Calculate costs for the sub-project.** This should include 'hardening up' items such as cabling, training etc., for which an order of costs had been produced previously.

**Determine Overall Costs and Benefits of the Project.**

The cost/benefit justification should have already been stated in the feasibility study. This stage provides the opportunity to review the case in the light of more detailed information.

**Document the Project Plan**

Once a viable plan has emerged (i.e. conflicts have been resolved, resource availability has been confirmed etc.) the Project Manager should produce the Project Plan covering:

* Project Schedule. This should show major activities by sub-project on a bar chart or other diagram. The chart should also show project milestones and target dates. Show contingency as a single provision at the end. Include an overall project network showing the critical path. Narrative explanation may be included for clarification.
* Major Checkpoints and Reviews. List the dates of Checkpoint Reports, Checkpoint Meetings, Steering Group Meeting and the Post-Implementation Review.
* Deliverables. List the major products of the project with delivery dates and acceptance procedures.
* Resources. Summarizes the resource needs from the sub-project plans.
* Costs and Benefits figures. Revise and refine as a result of completion of Definition and Planning.
* Potential Problems. List any risks, problems or assumptions which may jeopardize the Plan, together with actions needed to correct the situation.
* Appendices. Any useful supporting information including Sub-Project Plans may be included.

**Ensure Management Systems are in place**

Question 6. What are the different types of plans? Explain them.

Organizations develop different types of plans namely; mission, strategies and policies, procedures, rules, programme and budgets. One common thing with them is, they all refer to a future course of action. However, some variances in respect to the scope and operation are found in the implementation. Some are single-use plans while some are standing plans as discussed below:

**Mission or Purpose**

Organizations exist in society therefore, it is appropriate to relate their existence to society by satisfying a particular need of the society. Mission may be defined as “a statement which defines the role that an organization plays in the society”. The terms ‘mission’ or ‘purpose’ are often used interchangeably. An organization’s mission statement includes its philosophy and basic purpose for which it exists. It establishes the values, beliefs, and guidelines that the organization holds in high esteem. Mission statement suggests how an organization is going to conduct its business. It defines the basic intentions of the firm. A Clear definition of ‘mission’ or ‘purpose’ is necessary to formulate meaningful objectives. Answers to two important questions are provided by the mission statement; what is our business? And what should it be? These questions force the management to define their customers and their needs.

**Policies**

‘Koontz and O’Donnell’, defined policy as “a general statement of understanding which guides the thinking and action in decision-making.” Policies provide the framework within which managers operate. Policies exist at all levels in the organization. Some may be major policies affecting the whole organization, while others may be minor or derivative policies affecting the functioning of departments or sections within the departments. Policies are laid down by the management for all the important functional areas. As such, we hear about production policies, financial policies, marketing policies and personnel policies, to mention a few. For instance, in the personnel area, specific policies may be formulated for recruitment, training, compensation, etc. Accordingly, whenever the need for recruitment arises, the personnel manager consults the existing recruitment policy of the company and initiates the steps necessary to fill the vacancies. Thus, it is evident that the personnel manager operates within the broad policy of the company in recruiting the people. Thus, policy is a one-time standing decision that helps the manager in making day-to-day decisions in their operational areas.

**Procedures**.

Policies are subdivided and stated in terms of procedures – A series of related steps or tasks to be performed in a sequential way. For example: A company’s policy may be to sell old stock at a discount. The procedure may explain how to decide which product is obsolete and what percentage of discount is to be offered. But procedures, if simple and clear would ensure order in the performance of operations. Though procedures exist at all levels in an organization, they are more detailed at the lower levels. In common parlance, they are called ‘Standard Operating Procedures’ (SOPs).

Procedures for placing orders for material and equipment, for sanctioning different types of employee’s leave, for handling grievances at the shop floor level, etc., suggest how each of these has to be handled. Policies and procedures are closely interrelated. For instance, a company may follow time-bound promotion policy to promote people from within. But the operational part of the policy is specified by the procedure – the formalities to be fulfilled to effect the promotion are dictated by the procedure.

**Rules**.

A rule is also a plan. A rule is a prescribed course of action that explicitly states what is to be done under a given set of circumstances. Rules are plans in that they suggest the required actions. A rule requires that a definite action has to be taken in a particular way with respect to a situation. Some definiteness is associated with rules. For example, ‘no smoking’ is a rule. The essence of the rule is that it reflects a managerial decision that certain actions be taken – or not be taken.

Rules should not be confused with policies and procedures. Policies contain some operational freedom or discretion while rules allow no discretion in their application. Similarly, procedures though different form rules may contain rules regarding the do’s and don’ts. For example, there may be a procedure to attend to customer grievances in respect of post-sale service. The procedure may contain a rule that free service is available only for a period of two years after the sale.

**Programmes**

A programme is a broad term which includes goals, policies, procedures, rules and steps to be taken in putting a plan into action. Terry and Franklin define program as “a comprehensive plan that includes future use of different resources in an integrated pattern and establishes a sequence of required time schedules for each in order to achieve stated objectives”. Thus, a programme includes objective, policies, procedures, methods, standards and budgets. For instance, launching Prithvi satellite is a program “JawaharRojgarYojana” is a program. Program may be major or minor. For instance, a company may embark upon modernization program of the plant and machinery and other manufacturing systems in a big way. By all means such an effort is a major program. Similarly, a large organization may start computerizing all its activities. On the other hand, modernization of small equipment in some section of the factory and computerization of a particular operation in a certain department may be considered as a minor program.

**Budgets**.

A budget is a plan statement for a given period of time in future expressed in financial or physical units. Budget contains expected results in numerical terms. A budget is a quantitative expression of a plan. Organizational budgets vary in scope. Master budget which contains the consolidated plan of action of the whole enterprise is in a way the translated version of the overall business plan of the enterprise. Similarly, production budget represents the plan of the production department. Again, capital expenditure budget, raw material budget, labor budget, etc. are a few minor budgets in the production department. One of the advantages of budgets is they facilitate the comparison of actual results with the planned ones by providing yardsticks for measuring performance.

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

Organizational planning should include long-term and short-term planning. The plan should predict where the organization will be in two or five years listing specific, measurable goals and results. The plan should also include a specific "to-do" list that keeps everyone informed of the necessary actions and resources, as well as listing who is responsible for the all the tasks. It should also include a reasonable time frame for these tasks to be accomplished. Failure to plan will damage the effectiveness of the organization and can even lead to complete breakdown as discussed below.

**Material Resources**

Lack of planning is certain to result in shortages or delays of necessary materials. Without an analysis of how often resources need to be replenished, these necessities will not be found where and when needed. The necessary resource might be something as small as staples for the stapler, or as essential as running out of the raw material needed to manufacture the product that is sold. In all cases, a business a cannot flourish if the management of its resources is not being monitored and planned for.

**Finances**

Cash flow issues are bound to occur if the organization does not plan properly for where and when the finances are needed. Late payments are likely to result in suppliers becoming unreliable or cutting off the supply of their goods or services. Late payments can also result in additional interest payments or other financial penalties that cut into profits. Cash flow problems can go so far as to result in the inability to pay employees on time. This is bound to have a negative impact on employee loyalty and retention.

**Human Resources -- Productivity**

Without planning, there will be no mission statement and no vision. Employees are most productive when they understand the bigger picture behind what they are doing, so productivity will decrease. There is also likely to be much wasted time, as some workers will be duplicating the work of others, while some essential tasks will be overlooked. This is all likely to result in the need for crisis management. Workers will spend a great deal of time "putting out fires" caused by the fact that no one is able to anticipate the problems that will regularly occur. In addition, larger projects will take longer than necessary, or may never reach completion, because no one did the planning necessary to break them down into more manageable segments.

**Human Resources -- Morale**

Employees in organizations suffering from lack of planning are likely to experience low morale. The workers will be aware of their disorganized environment, and will suffer stress and frustration because they will have difficulty executing their assigned tasks. There likely will be a high staff turnover rate, which leads to lowered productivity. Some employees might be laid off because of lowered profits and this will further diminish morale. Other employees might feel unappreciated and over-worked as the organization will be under-staffed. This will exacerbate the downward spiral and the business is likely to fail.

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

1. Success

According to Richard Verity & Simon Mills, Strong strategic planning is critical to the success of every organization. Strategic planning is the process by which strategy is translated into concrete short-term actions. It can also be a vehicle for deciding which markets are important to your company’s future, and which capabilities you will need to reach those markets effectively. The below discussion is based on two INGOs (International Committee of the Red Cross and Samaritan’s Purse)who have succeeded in their operations in Unity State (South Sudan) due to strong strategic planning.

**Accommodating External Perspectives**

These two INGOs always carry out Studies and surveys to collect the perspectives of their beneficiaries and other secondary stakeholders in order to improve on their programming. This paid off in three ways;

1. By fighting off competition from other INGOs,
2. By meeting the needs of their beneficiaries
3. And by acquiring more funding.

**Creating a Performance Culture**

A performance culture is one in which all employees’ empowerment is facilitated, there is widespread management by fact and by process, plans reflect the organization’s capability, capability improvement is aligned with the strategy, and continuous improvement is achieved.

These INGOs always build capacity of their staff to enhance their performance and they regularly hold face-to-face meetings to enable strong performance management.

According to Richard Verity & Simon Mills, good data and monitoring are critical, but not sufficient alone. Hold regular face-to-face meetings to enable strong performance management. Establish these as respected forums for strategic discussions and business performance reviews; this will spread a sense of ownership for the plan and overall performance.

**Being Execution Oriented**

Many companies struggle to generate the results intended by their strategy. That is because strategy execution is less clearly defined and understood than strategy development; further, whereas strategy is often developed by a small group of strategists in the organization, strategy execution is the responsibility of the organization at large. Booz & Company research shows that a company’s performance is largely influenced by four organizational building blocks: decision rights, information flow, motivators (such as incentives), and structure (the lines and boxes of the hierarchy). These are known as the four building blocks of an organization’s DNA. Taken together, they define an organization’s culture. (See “The Four Bases of Organizational DNA,” by Gary Neilson, Bruce A. Pasternack, and Decio Mendes, S+B, Winter 2003.) .

In these two INGOs, all the senior staff are involved in strategic plan development in order to promote sharing of insights, strategic thinking, alignment, collaboration, and ultimately a deep-rooted understanding of the strategic plan and a greater sense of ownership among more people.

**Promoting Efficiency**

Strategic planning is a multilayered, multi-frequency process that must be engineered for efficiency.

According to Richard Verity & Simon Mills, Combining a top-down and bottom-up approach is key to minimizing cycle time. These two INGOs in their planning processes, emphasize strategic discussions, align everyone on key initiatives, and set targets before undertaking detailed planning and this paid off in terms of completing planned tasks as scheduled.

**Tailoring Process to Business**

Strategic planning in these INGOs promotes dynamic and outside-the-box strategic thinking underpinned by rigorous analysis, which results in formalized plans featuring measurable outputs. It tailors both the planning process and the underlying architecture of business unit data to each business unit, while ensuring that sufficient commonality across business units is retained for comparison and consolidation.

1. Failure

The below discussion is based on two INGOs (REACH Initiative and Danish Refugee Council) who have failed in their operations in Unity State (South Sudan) due to poor strategic planning.

**Unrealistic goals or lack of focus and resources**

The two INGOs were setting unrealistic targets that they could not accomplish with the resources outlined in their plans. Strategic plans must be focused and include a manageable number of goals, objectives, and programs. Fewer and focused is better than numerous and nebulous (unclear).

**Having the wrong people in leadership positions**

These INGOs did not have the right leadership to advocate, champion the strategic plan and keep the company on track therefore there operation failed. Management must be willing to make the tough decisions to ensure the right individuals are in the right leadership positions if an operation is to be successful.

**No accountability or follow through**.

These INGOs did not have proper accountability systems in place that holds staff accountable for accomplishing their tasks. You have got to be tough once a plan is developed & resources are committed and ensure there are consequences for not delivering on the strategy.

**Not having the right people involved.**

These INGOs did not have the competent staff involved from the start. They had two experts each, the rest were locally recruited staff with no programming skills this therefore contributed to their failure. To be successful, the people charged with executing the plan should be professionals and involved from the onset.

**Not understanding the environment or focusing on results**.

These two INGOs did not undertake proper needs assessment to identify the real needs of their targeted beneficiaries. Their design was guided by the general needs assessment conducted by UNHCR in 2012 before they came in and the information obtained from this assessment was general and not credible enough to design a comprehensive intervention. To make matters worse, they were not carrying out periodic assessments that would have helped them in identifying emerging needs in the targeted population.

To be successful, planning teams must pay attention to changes in the environment, set meaningful priorities, and understand the need to pursue results.

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