**Questions for module one**

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

* Planning and Decision Making
* Organizing
* Leading
* Controlling
* All the four basic function of management aim at promoting and keeping the organization progress in place because all of them are looking toward the project life cycle like if the planning and decision making is not the right way the organization will not survive the same to organizing, leading and controlling.

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

* Top level of 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.
* 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.
* 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.

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

* Technical skills are the skills necessary to accomplish o understand the specific kind of work being done in an organization. Technical skills are especially important for first-line managers. These managers spend much of their time training subordinates and answering question about work-related problems.
* Interpersonal Skills, Managers spend considerable time interacting with people both inside and outside the organization. For obvious reasons, then, the manager also needs interpersonal skills-the ability to communicate with understand, and motivate individuals and groups.
* 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 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.
* 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.
* 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.

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

* Planning is an important managerial function in that there is no choice between planning and no planning. The choice is only in regard to the method and techniques used to plan. It is anybody’s knowledge that we plan many things in our day to day lives. We plan to go on a holiday or plan our careers.
* The objective of Planning is necessarily looking forward. It is looking into the future. It bridges the gap between where we are and where we want to go. It involves visualizing a future course of action and putting it in a logical way and to do this you need to ask yourself about, Why am making this plan? What am I trying to accomplish? And What resources do I need to execute the plan?
* Principles of Planning is the Systematic planning which is essential for the success and survival of any organization. Organizations fail not because they don’t plan, but because they don’t plan in an effective way. And while planning the following category have to be consider, Take Time to Plan, Planning can be top down and bottom up, Involve and communicate with all those concerned, Plans must be flexible and dynamic and Evaluate and revise.

5. **Explain the planning process.**

* Setting of goals, Planning begins with decisions about what the organization wants to achieve during a specified period. The goals of an organization and various subunits have to be decided and spelt out in clear terms.
* Outlining Planning Premises, Planning premises, in simple, are the assumptions about the various elements of the environment. Planning assumptions or premises provide the basic framework in which plans operate.
* Decide the planning period, How far in the future should a plan be made is another pertinent question in the process of planning. Businesses vary in their planning periods. In some cases, plans are made for a short period, varying from a few months to a year, while in some other cases, they are made to cover a longer period, to cover a period of more than a year.
* Develop alternatives and select the course of action, The next logical step in planning involves the development of various alternative courses of action, evaluating these alternatives and choosing the most suitable alternative. Objectives may be achieved by different courses of action.
* Derivative plans, The plan finalized after a thorough analysis of various alternatives suggests the proposed course of action. To make it operational, it has to be split into departmental plans. Plans for the various operational units within the departments have to be formulated.
* Review periodically, Success of the plan is measured by the results and the ease with which it is implemented. Therefore, provision for adequate follow-up to determine compliance should be included in the planning work. To make sure that the plan is contributing for the results, its review at regular intervals is essential. Such a review helps in taking corrective action, when the plan is in force.

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

* 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 statement suggests how an organization is going to conduct its business.
* Polices, 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.
* 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.
* 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.
* Programs, A programme is a broad term which includes goals, policies, procedures, rules and steps to be taken in putting a plan into action. 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.
* Budgets
* Budget, 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.

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

* It is no exaggeration that in the absence of planning events are left to chance. In such a case, you as a manager are depending on luck. You may, as a result, in all probability end up in frustration. Organizations often fail not because of lack of resources, but because of poor planning. Whatever the resources you have, in the absences of systematic planning, the resources may not help you in achieving the objectives and planning help you,
* To achieve objectives,
* Plans make the things happen,
* Plans help to cope with change,
* Plans double up as tools to control the events.

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

* **Gezira Sugar cane company**

Effective planning is not an easy task. There are a number of reasons for failure of plans in practice and Gezira Sugar cane company have failed due to,

1. Cost and time; Planning is quite a costly and time consuming process. Unlimited amount of time is spent on forecasting, evaluating alternatives etc. By the time a plan is established, the environment might change and this requires a complete revision of the plan. Besides this, cost also increases.

2. Validity of the forecasts; Planning is future oriented activity based on forecasts. As the period of planning increases, the accuracy of forecasting diminishes. Planning loses its value if reliable and adequate data is not available.

3. Inflexibility; Planning becomes rigid at times because of internal inflexibilities. This reduces individual initiative and causes delay in decision making. Internal inflexibilities like rigid policies and procedures and limited resources affect planning process.

4. Influence of External Factors; External factors beyond the control of an organization affect the effectiveness of planning. These are very difficult to predict and make execution of plans very difficult. External factors like government control, technological changes and trade unions affect the planning process.

5. Resistance to change; Another important limitation of planning is resistance to change. The human element in an organization always resists change. People are more concerned about the present rather than the future which is uncertain. Planning being forward looking is always affected by this resistance to change.

6. Unrealistic plans; The entire planning process may fail, if people involved in it do not formulate correct plans. The reasons for failure of people in planning may be due to a number of reasons like lack of commitment to planning, lack of delegation of authority, excessive reliance on past experience, tendency to overlook premises.

* **Mukwano company.**

It is an irony that at times even the best of the plans may flounder in spite of careful analysis and emotional commitment the Mukwano company has succeeded in it operation because they prepare the best planning and the following were consider during planning,

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