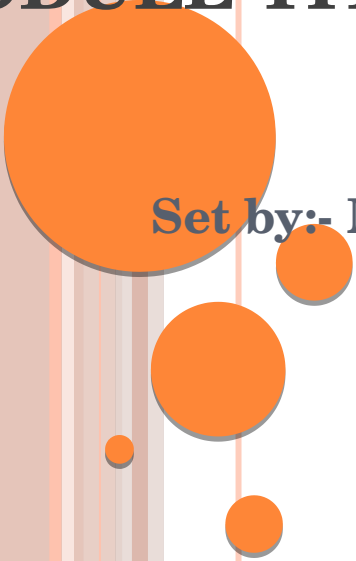


UNIT OF COMPETENCE: PLAN AND ORGANIZE WORKS

MODULE TITLE : PLAN AND ORGANIZE WORKS



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Introduction

- planing & organizing work
- **Planning**: This step involves mapping out exactly how to achieve a particular goal. for example, that the organization's goal is to improve company sales.
- The manager first needs to decide which steps are necessary to Accomplish that goal. These steps may include increasing advertising, inventory, and sales staff. These necessary steps are developed into a plan.
- **Organizing**: After a plan is in place, a manager needs to organize his/her team and materials according to his/her plan.
- Assigning work and granting authority are two important elements of organizing.

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- **Staffing:** After a manager discerns his area's needs, he may decide to beef up his staffing by recruiting, selecting, training, and developing employees.
- **Leading:** A manager needs to do more than just plan, organize, and staff his/her team to achieve a goal. He/she must also lead. Leading involves motivating, communicating, guiding, and encouraging. It requires the manager to coach, assist, and problem solve with employees.
- **Controlling:** After the other elements are in place, a manager's job is not finished. He needs to continuously check results against

Roles performed by managers

A manager wears many hats. Not only is a manager a team leader, but he or she is also a planner, organizer, cheerleader, coach, problem solver, and decision maker — all rolled into one.

Skills needed by managers

Not everyone can be a manager. Certain skills, or abilities to translate knowledge into action required

- These skills fall under the following categories:

- 1. Technical:** This skill requires the ability to use a special proficiency or expertise to perform particular tasks. Accountants, engineers, market researchers, and computer scientists, as examples, possess technical skills.
- Managers acquire these skills initially through formal education and then further develop

in cooperation with others.

- Human skills emerge in the workplace as a spirit of trust, enthusiasm, and genuine involvement in interpersonal relationships.
- A manager with good human skills has a high degree of self-awareness and a capacity to understand or empathize with the feelings of others. Some managers are naturally born with great human skills, while others improve their skills through classes or experience.

3. Conceptual: This skill calls for the ability to think analytically. Analytical skills enable managers to break down problems into smaller parts, to see the relations among the parts, and to recognize the implications of any one problem for others.

- As managers assume ever-higher responsibilities in organizations, they must deal with more ambiguous problems that have long-term consequences.
- ❖ Although all three categories contain skills essential for managers, their relative importance tends to vary by

level of managerial responsibility.

Functions of Manager

- 1. Planning** creating a framework for future decisions
- 2. Organizing** getting the right resources together and developing an appropriate structure to divide up tasks
- 3. Leading and Motivating** achieving tasks either individually or through delegation to others
- 4. Controlling** maintaining performance levels by monitoring and evaluation appraisal

MANAGERIAL ROLES:

1. Interpersonal roles

Figurehead

Leader

Liaison - external world

2. Information roles

Monitor

Disseminator

Spokesperson

CONT...

- **3. Decisional roles**
- Entrepreneur - strategy
- Disturbance handling
- Resource allocator
- Negotiator

LO2:- Plan and schedule work activities

- A comprehensive plan for work activities and projects ensures you tackle all necessary steps for success.
- **SWOT Analysis Tool**
- **Steps 1** Identify the scope and goals of the planning process related to each work activity. Determine what you need to accomplish for the success of the activity or project. Identify the employees who will play a role in the task if it is a team project.
- **Step 2** Break down the major tasks for the activity into smaller steps that you need to take for completion, essentially creating a to-do list for the

Step 3 Establish the timeline for completing the work activity. Assign each individual task that goes into the activity a completion date to make sure everything is completed in a timely manner. Give yourself enough time to complete all associated tasks before the deadline passes.

Step 4 Write each due date for the project tasks on your calendar, or set up reminders that pop up on your computer screen as the deadlines approach.

Step 5 Identify potential problems or barriers you may face for the work activities. Create an action plan to avoid those issues to keep the project on track.

Step 6 Utilize an online project management program for major work activities that are critical to the company's success. These programs are particularly effective for complicated projects or activities that involve many team members. The progress is tracked and all employees can stay updated through the program.

Step 7 Schedule planning meetings when active participation and feedback is needed from others working on the project. Keep the meetings focused and productive to use the time

Strategic planning

- Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.
- In order to determine the direction of the organization, it is necessary to understand **its current position**.
- strategic planning deals with at least one of three key questions:
 - "What do we do?"
 - "For whom do we do it?"
 - "How do we excel?"
- **Strategic Plan** A set of statements describing the purpose and ethical conduct for an organization together with the specific strategies designed to achieve the targets set for each of these.

• **Operational planning**:- Operational planning

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Like a strategic plan, an operational plan addresses four questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?

□ Operational plans should be prepared by the people who will be involved in implementation.

● Operational plans should contain:

- clear objectives
- activities to be delivered
- quality standards
- desired outcomes
- staffing and resource requirements
- implementation timetables
- a process for monitoring progress.

LO1:- Program Objectives

- Objectives are intermediate outcomes--specific, measurable milestones along the road to accomplishing goals.
- They identify results or service levels to be achieved. Objectives should be SMART that is, they should be:
 - Specific;
 - Measurable;
 - Aggressive but Attainable;
 - Results oriented; and
 - Time-bound.

Work Activities

- Work Activities Organizing, Planning, and Prioritizing Work — Developing specific goals and plans to prioritize, organize, and accomplish your work.
- Communicating with Supervisors, Peers, or Subordinates
- Scheduling Work and Activities
- Coordinating the Work and Activities of Others
- Making Decisions and Solving Problems

Cont...

- Getting Information — observing, receiving, and otherwise obtaining information from all relevant sources.
- Documenting/Recording Information
- Developing and Building Teams.

● **Allocate Resources**

- Estimating Activity Resources is “the process of estimating the type and quantities of material, people, equipment, or supplies to perform each activity.
- by assigning resources for each activity, available resources can be scheduled in accordance with resource consumption limitations (i.e., money, labor hours, etc) by resource leveling or balancing
- **1) What is Team Work Allocation and what terms it operates?**
- Sometimes it is not an easy task for a team manager to ensure that the work assigned to his team is properly and fairly portioned and allocated among the team members.
- where each of these team members will play to bring maximum of advantage.

Effective Team Work Allocation should be:

- **Fair** – nobody in the team wittingly is appointed to some work which he cannot accomplish due to some objective conditions.
- **Equal** – portions or types of workloads are allocated equally, so nobody in the team appears just overwhelmed with excessive tasks
- **Justified** – work is always accurately assessed and assigned only to appropriate employees who are approved, expected or motivated as capable of doing it.
- **The terms used in work allocation include:**
- **Allocation:** basically it is about delegating workloads to the team members in a manner making best use of the available resources.
- **Capabilities of team member:** he has all powers and instruments to effectuate the allocated work dynamically, seamlessly and on-time.
- **Competency:** includes a range and depth of professionalism making a person capable of doing certain works.
- **Accountability:** moral strengths making a person reliable and accurate.
- **Authority:** managerial value enabling a person to make decisions
- **Prioritizing:** -Setting priorities helps to clarify if the person appropriate for certain work is really so busy with something else.

2) Action Plan to Allocate and Check Team Work:

- **Step 1: Plan how the team will undertake its work:**
 - ❖ Analyze the work structure and objectives.
 - ❖ Identify and describe tasks and activities needed to attain these targets.
 - ❖ Identify what skills and methods are required to accomplish each of these tasks.
- **Step 2: Organize individual daily work plans:**
 - ❖ Estimate amount of time and resources required to get each of the listed tasks done.
 - ❖ Check individual plans and alter them to fit certain master requirements.
- **Step 3: Check ongoing performance of allocated tasks:**
 - ❖ Keep control over the progress and quality of the work.
 - ❖ Make sure standard or level of expected performance is mostly observed.

LO3:- Implement work plans

- Implementation is the process of taking a plan and putting it into action. Before implementation begins, the work plan should have been completed and the SMART objectives created.
- These are the keys to effective strategic planning implementation for your business.
 - † Full and active executive support,
 - † Effective communication,
 - † Employee involvement,
 - † Thorough organizational planning and competitive analysis, and widespread perceived need for the strategic planning.
- **Efficient Work Practices**
- Efficient work methods or efficient work practices consist of the following, more or less in the sequence given below:
- 1. Effectiveness and Efficiency
- A good number of people, at times, feel confused between the exact difference between the two terms "effectiveness" and "efficiency".

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- efficiency is doing things right whereas effectiveness is doing right things.
- Effectiveness is answer to "what" and efficiency is answer to "how well".
- "Effectiveness" is all about finding the right destination and right direction and right path to reach the chosen destination. "Efficiency" is reaching the destination on this chosen path with the usage of optimized resources.
- E.g. If you do efficiency first, you may start walking fast on any path, in any direction, in the over zealousness of walking faster (efficiency) but with this higher speed of walking, you may end up proceeding in wrong direction, on wrong path and away from the desired destination, faster. What's the use? It's waste of resources though you have been

LO4:- Monitor work activities

- **Monitoring** It is important to ensure that procedures are in place to check that activities are running as planned. Information on the progress and performance of the activities should be collected on a regular basis.
- **Performance management (PM)**
Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product of service, as well as many other areas.
- Performance monitoring may be used to achieve several aims. These include:
 - † To improve the performance of individual units
 - † To improve the performance of the overall

- **Evaluation** is the systematic process of collecting and analyzing information in order to determine whether and to what degree the objectives of a program or project have been, or are being achieved.
- **Classification of Evaluation Methodologies for Projects**
- **Concurrent Evaluation:** This is done at periodic intervals throughout the lifetime of the project such as say, quarterly or half-yearly.
- **Mid-term Evaluation:** This done half way through the project duration. Thus if a project is to run for three years, the mid-term evaluation would be taken up at the end of eighteen months.
- **Final Evaluation:** This is taken up after the project has run its course i.e. it is essentially a post