



CHAPTER TWO

FUNCTIONS OF MANAGEMENT

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For second year midwifery students

Functions of management



2.1. Planning

Objectives of the topic

- **At the end of this chapter, you will be able to:**
 - ✓ **Define the meaning and scope of planning**
 - ✓ **Be familiarize with the nature of planning**
 - ✓ **Elucidate the importance of planning**
 - ✓ **Figure out the different types of planning**
 - ✓ **Grasp/ acquire basics steps of planning**
 - ✓ **Know about the limitations planning**

Brain storming

Define and Differentiate

- ❖ Vision
- ❖ Mission
- ❖ Goal
- ❖ Objectives
- ❖ Activity

Definition Planning

- The process of setting goals, developing strategies, and outlining tasks and *schedules* to *accomplish the goals*.
- Determining the *organization's goals* and the *means for achieving them* (the most fundamental management function)
- **Health Planning** - Is the process of
 - Defining *community health problems*,
 - Identifying needs and *resources*,
 - Establishing *priority goals*, and
 - *Setting out the administrative action* needed to reach those goals

What is Planning?...

- The important components of this and other similar definitions are **concepts** of:-
 - ❖ Where are we going (objectives)
 - ❖ With what (Resources)
 - ❖ How (efficient and appropriate implementation)
 - ❖ When (future)?

The Nature of the Planning

1. Planning is goal-oriented:

Every plan must contribute in some positive way towards the accomplishment of group objectives.

Planning has no meaning without being related to goals.

2. Primacy of Planning:

Planning is the first of the managerial functions.

It precedes all other management functions.

3. Pervasiveness of Planning:

Planning is found at all levels of management.

Top management looks after strategic planning.

Middle management is in charge of administrative planning.

Lower management has to concentrate on operational planning.

4. Efficiency, Economy and Accuracy:

Efficiency of plan is measured by its contribution to the objectives as economically as possible.

Planning also focuses on accurate forecasts.

The Nature of the Planning ...

5. Co-ordination:

Planning co-ordinates the what, who, how, where and why of planning. Without co-ordination of all activities, we cannot have united efforts.

6. Limiting Factors:

A planner must recognize the limiting factors (money, manpower etc) and formulate plans in the light of these critical factors.

7. Flexibility:

The process of planning should be adaptable to changing environmental conditions.

8. Planning is an intellectual process:

The quality of planning will vary according to the quality of the mind of the manager.

Purpose of Planning:

As a managerial function planning is important due to the following reasons:

1. **To manage by objectives:**

All the activities of an organization are designed to achieve certain specified objectives.

However, planning makes the objectives more concrete by focusing attention on them.

2. **To offset uncertainty and change:**

Future is always full of uncertainties and changes.

Planning foresees the future and makes the necessary provisions for it.

3. **To secure economy in operation:**

Planning involves the selection of most profitable course of action that would lead to the best result at the minimum costs.

Purpose of Planning....

4. **To help in co-ordination:**

Co-ordination is, indeed, the essence of management, the planning is the base of it.

Without planning it is not possible to co-ordinate the different activities of an organization.

5. **To make control effective:**

The controlling function of management relates to the comparison of the planned performance with the actual performance.

In the absence of plans, a management will have no standards for controlling other's performance.

6. **To increase organizational effectiveness:**

Mere efficiency in the organization is not important; it should also lead to productivity and effectiveness.

Planning enables the manager to measure the organizational effectiveness in the context of the stated objectives and take further actions in this direction.

PLANNING

Characteristics/elements of a good plan

- There are elements that will make a plan more likely to be successfully implemented.
- Ask yourself the following questions to see if you have accounted for all these elements:
 - ✓ Is the plan **simple**?
 - ✓ Is it **easy to understand** and **act on**?
 - ✓ Does it **communicate** in a clear and practical way?
 - ✓ Is the plan **specific**?

Scope of Planning

1. What is the target client?

- **Population**
- **Institution**
- **Programme**

2. What is the target geographical region or area?

- **Village/kebele**
- **District/ zone**
- **Region**
- **Nation wide**

Scope of Planning.....

3. For what level of comprehensiveness should service be planned?

- ***Curative?***
- ***Preventive ?***
- ***Promotive ?***
- ***Rehabilitative care?***

Common terms

- **Vision** - a *concrete picture* of the *future* that we wish to create.
 - ❖ *By the year 2025, PHARMA College is the leading among the private university colleges in Ethiopia with respect to teaching, research and service to the Ethiopian people.*
- **Mission** - Continuing purpose of an *institution* or group.
 - *The mission of **pharma College** consists of teaching, research and community services*
- **Strategic Objective** - A *specific condition* that *we want to achieve* to help us *realize our vision*.

Types of Planning

There are two types of planning

1. Strategic planning -often referred as **allocative planning**- normally it takes five years or more

2. Tactical/operational planning -may be referred to as **activity planning**

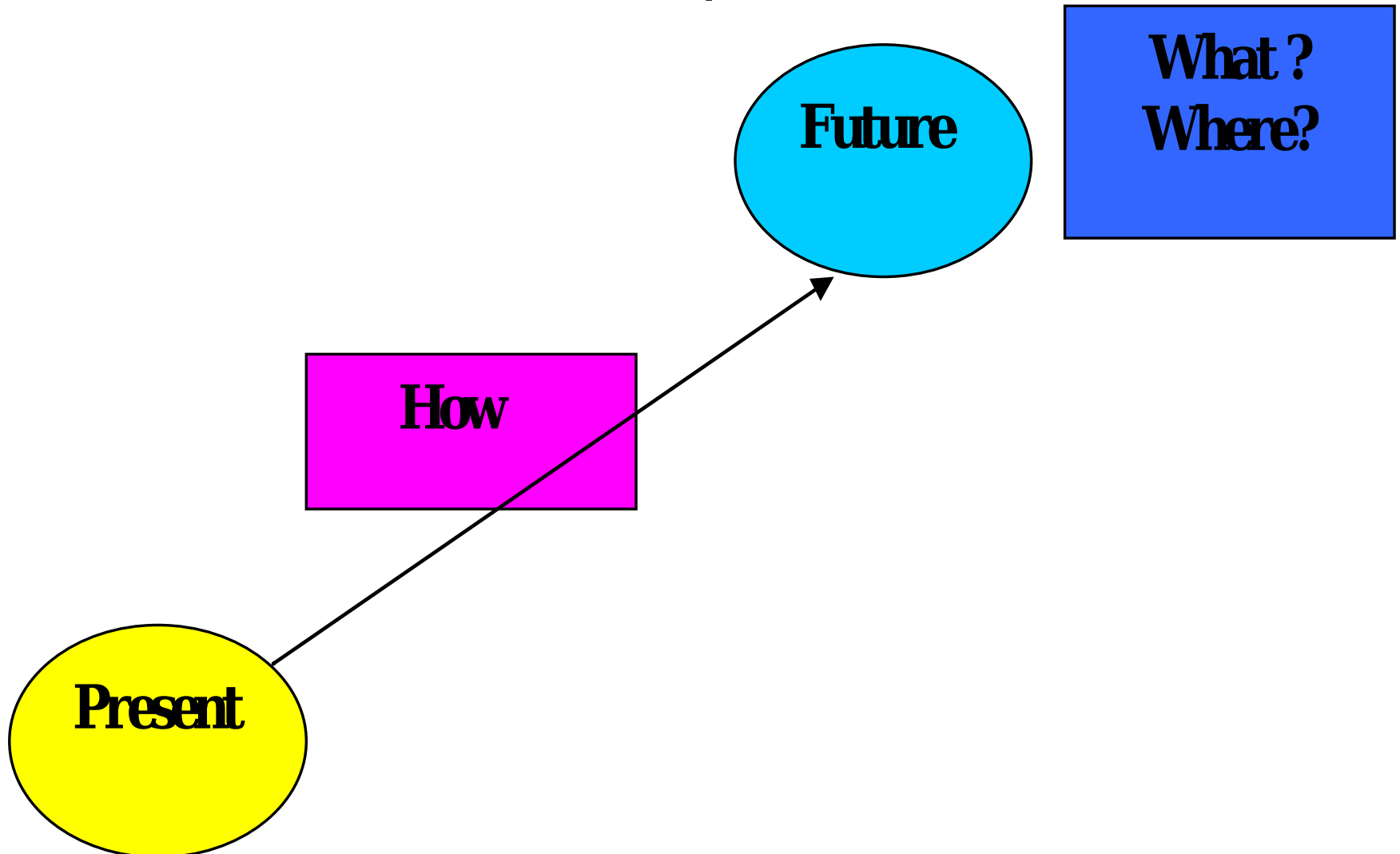
➤ It covers a **short period of time**, medium term – usually one year

Strategic Planning

❖ Strategic planning

- ✓ **It is the process of determining** what an organization intends to be *in the future* and *how it will get there.*
- ✓ **It is finding the best future** for your organization and **the best path** to reach that **destination**
- ✓ **It is long term plan that covers a *minimum of 5 years***

STRATEGIC **Planning (the future and how it will get there)**



Why strategic planning?

- To improve an organizational performance
- To stimulate forward thinking
- Clarify future direction
- To reduce barrier
- To tackle major organizational problem
- To make the best use of resource
- To build team work and expertise

Key components of strategic planning

1. Defining vision, mission, goals and objectives

- **Vision:** A *concrete picture* of the *future* that we wish to create.
- Unwritten idea, or dream or mental picture that an organization tries see in the long-run (*where do we want to go?*)
- **Mission:** It is when the vision is focused and documented in the formal planning process (*What is our purpose and function?*)
- **Continuing purpose of an institution** or group.
- **Goals(what do we want to do?):** Are purposes that an organization strives to achieve. **A specific condition that we want to achieve to help us realize a vision.**
 - **Objectives:** Are clear statements of the specific activities required to achieve the goals.

STRATEGIC PLANNING

Objectives should be **SMART**

- **S**pecific
- **M**easurable
- **A**ttainable /achievable
- **R**ealistic
- **T**ime bounded

2. Situational (SWOT) Analysis

- SWOT (***Strengths, weaknesses, opportunities and threats***) is a strategic planning tool that matches ***internal organizational strengths and weaknesses*** with ***external opportunities and threats***

SWOT Matrix

	Internal	External
Positive	Strength	Opportunity
Negative	Weakness	Threats

Contents of situational analysis

- Population characteristics
- Review area characteristics and infrastructure
- Policy and political environment
- Consider national health policy and programs
- Analysis of political environment
- Analysis of health needs
- Medically perceived health needs
- Analysis of health services
- Analyze resources
- Review past implementation experience

3. Formulating & Implementing Strategy

➤ From SWOT to Strategic Questions

- Using **strengths** to take **advantages** of **opportunities**
 - Using **strengths** to overcome **threats**
 - Overcoming **weaknesses** to **take advantage** of **opportunities**
 - Minimizing **weaknesses to overcome threats**
- At this stage, **we plan the strategy** that will **allocate resources** to **accomplish the objectives** that have been **reassessed** and **revised in response to the analysis**
- The **strategy** is then **transformed** into **operational plans** where the action takes place

4. Activities and implementation arrangements

- Activities are what **should/would be done** to achieve **goals/objectives** in view of SWOT
- ***Implementation strategies***
 - Involve ***implementers*** in SP
 - ***Organize*** and ***assign responsibilities*** clearly
 - Develop ***intensive communication*** plan

5. Resource requirements and time frame

- ***Human resource,***
- ***Time frame,***
- ***Finance, etc***

6. Evaluation and monitoring mechanism

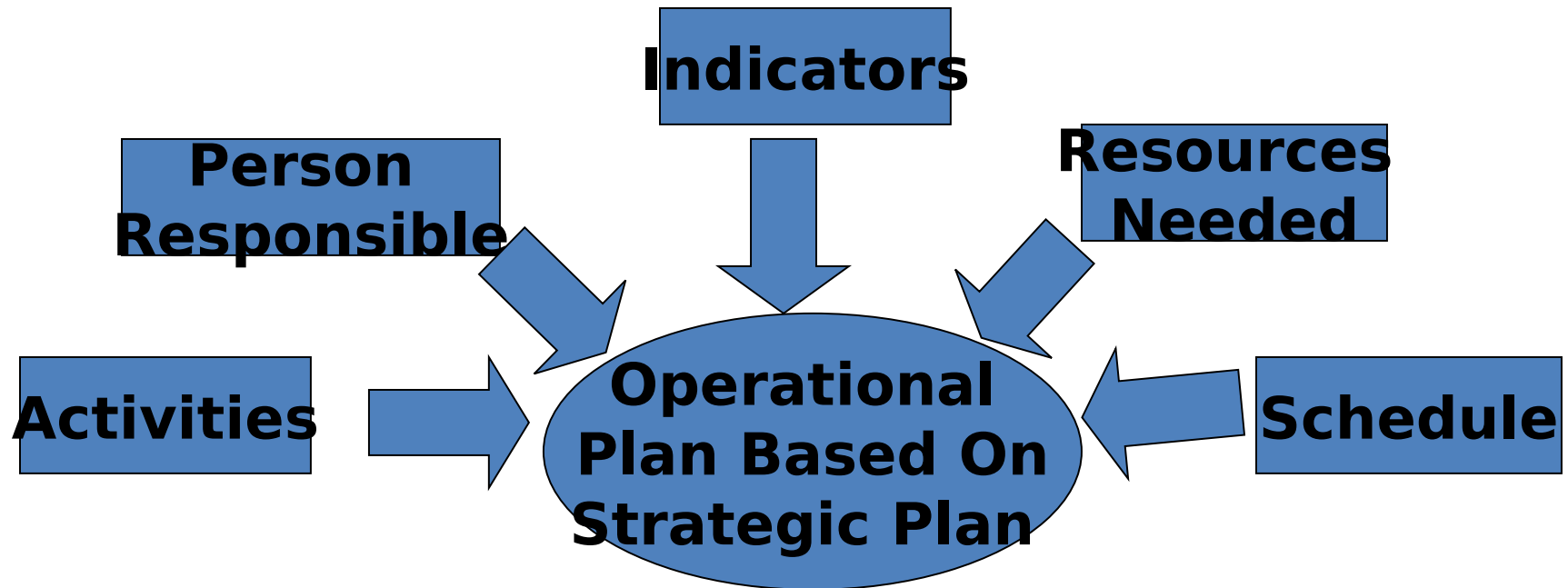
- **When and How to make ME**
- **(Indicators: *Input, output, outcome,***

2. Tactical/Operational (activity) Planning

- It is **short** (*up to 1 year*) to *intermediate* (>1 to <5)term plan that covers *less than 5 years*
- It **emphasizes** the *current operations* of various parts of the organization
- Tactical plans are usually **developed for organizations** in the areas of *production, marketing, finance* and *service facilities*

Tactical/Operational (activity) Planning...

Components of an Operational Plan



Major Differences b/n Strategic & Tactical Planning

Issues	Strategic Plan	Operational plan
Individuals involved	Mainly upper-level managers	Mainly lower level managers
Facts as base of planning	Generally difficult to gather	Generally easy to gather
Amount of details in plans	Contains relatively little detail	More detailed plan
Length of time plans cover	Cover long periods of time	Cover shorter periods of time

Planning Processes

- Putting **planning process** in steps is just to give a **general framework** (systematic approach)
- **Six basic steps of health action planning process**
 1. ***Situation analysis***
 2. ***Analyzing and selecting critical (priority) problems***
 3. ***Setting objectives and targets***
 4. ***Identifying potential obstacles***
 5. ***Designing the strategies***
 6. ***Writing up the plan***

Planning Cycle



Planning cycle

I. **Analysis of the health situational analysis**

1. Population characteristics

2. *Geographic* and *topographic situation, infrastructure, public* and *private sector structure*

3. Analysis of health needs

- Medical perceived health needs
- Community perceived health needs

4. Analysis of resources

- manpower, material, time, space/building, budget, information

5. Review past implementation experience

- Success
- Shortcomings

Planning cycle....

2. Establishment of objectives and goals

- End results to be achieved
- They give direction to activities
- Require creative thinking and foresight
 1. It should be set by a person having authority.
 2. The goal should be realistic.
 3. It should be specific.
 4. Acceptability
 5. Easily measurable

Planning cycle....

3. Assessment of resources

1. Manpower
2. Money
3. Materials
4. Skills and knowledge
5. Technical needs

4. Fixing priorities

- ✓ What determines priorities?

Criteria for problem priority

1. Magnitude of the problem
2. Severity
3. Feasibility
4. Community concern
5. Government concern

5. Write formulated plans

1. Detailed detecting input and output
2. Contained working guidance for execution
3. Evaluation should be built in

6. Programming and implementation

4. Assign and fix responsibilities
5. Define roles and tasks
6. Selection, training, motivation and supervision
7. Organization and communication
8. Efficiency of health institutions

7. Monitoring

continues process of observing, recording and reporting on the activities of the organization or project

8. Evaluation

measures the *degree to which objectives and targets are fulfilled and the quality of results obtained*

General components of a written plan

- **Executive summary**
- **Statement of the problem**
- **Objectives and targets**
- **Strategies and activities**
- **Resources (budget, other resources)**
- **Work plan: using time schedule or Gantt chart**
- **Monitoring and evaluation mechanisms :how, indicators, by whom, when**

Limitations

- **Effectiveness** depends upon *correctness of assumptions*
- **Planning** is *expensive*
- **Planning** *delays actions*
- **Encourages** a *false sense of security*

Why Do Plan Fails?

Major Reasons

- When planning is **not integrated** into the total management system
- Lack of **understanding the different steps** of the planning process and Unexpected environmental changes
- When **planning is non-participatory** -
- Little effort in implementing the plan
- **Too much attempt at once** (no prioritization done)
- Failing to **operate by the plan**
- **Inadequate resources (inputs)** for accurate

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**Thank
You!!!**