

# UNIT 15: MANAGING BUSINESS ACTIVITIES TO ACHIEVE RESULTS



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## » UNIT 15: MANAGING BUSINESS ACTIVITIES TO ACHIEVE RESULTS



LO 2: BE ABLE TO DEVELOP PPLANS FOR OWN AEA OF RESPONSIBILITY TO IMPLEMENT OPERATIONAL PLANS.



# » THE BASIC SYLLABUS



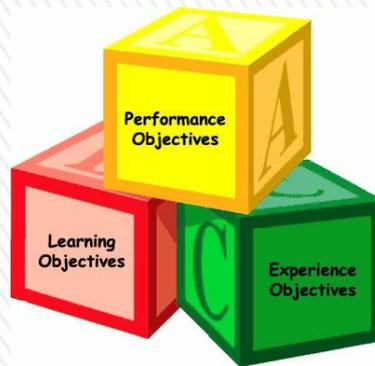
1. Understand the importance of business processes in delivering outcomes based upon business goals and objectives.
2. Be able to develop plans for own area of responsibility to implement operational plans.
3. Be able to monitor appropriate systems to improve organisational performance.
4. Be able to manage health and safety in the workplace.





# » LEARNING OBJECTIVES

- » Be able to develop plans for own area of responsibility to implement operational plan



- » At the end of the class the students should be able to:
- » Write objectives, which are specific, measurable, achievable, realistic and time based to align people and other resources in an effective and efficient way.



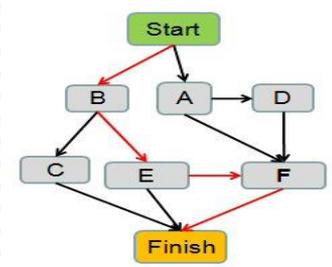


# »»OVERVIEW

- »» **Organisations and businesses set objectives for various departments that align with the over-arching mission of the organisation. Objectives are broadly stated, non-measurable, well-written statements that have no "expiration date." Staying focused on objectives helps businesses and individuals decide which course of action to take and why.**

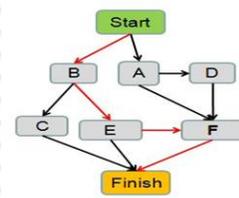


## » PERT



- » A PERT Chart is a project planning and scheduling method, used in project management, that is designed to analyse and represent the tasks involved in completing a given project.
- » The Program Evaluation and Review Technique (PERT) focuses especially on the time needed to complete each task, and on identifying the minimum time needed to complete the total project.
- » PERT is commonly used in conjunction with the Critical Path Method.
- » Unlike the Gantt Chart, the PERT has no calendar, so you can not see precisely when the activities should be performed. On the other hand, the dependencies between the activities in PERT are easier to follow.

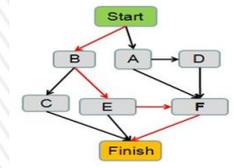




» **PERT PLANNING USUALLY INVOLVES THE FOLLOWING STEPS:**

- » Identifying Tasks and Milestones: Every project involves a series of required tasks. These tasks are listed in a table allowing additional information on sequence and timing to be added later.
- » Placing the Tasks in a Proper Sequence: The tasks are analysed and placed in a sequence to get the desired results.
- » Network Diagramming: A network diagram is drawn using the activity sequence data showing the sequence of serial and parallel activities.



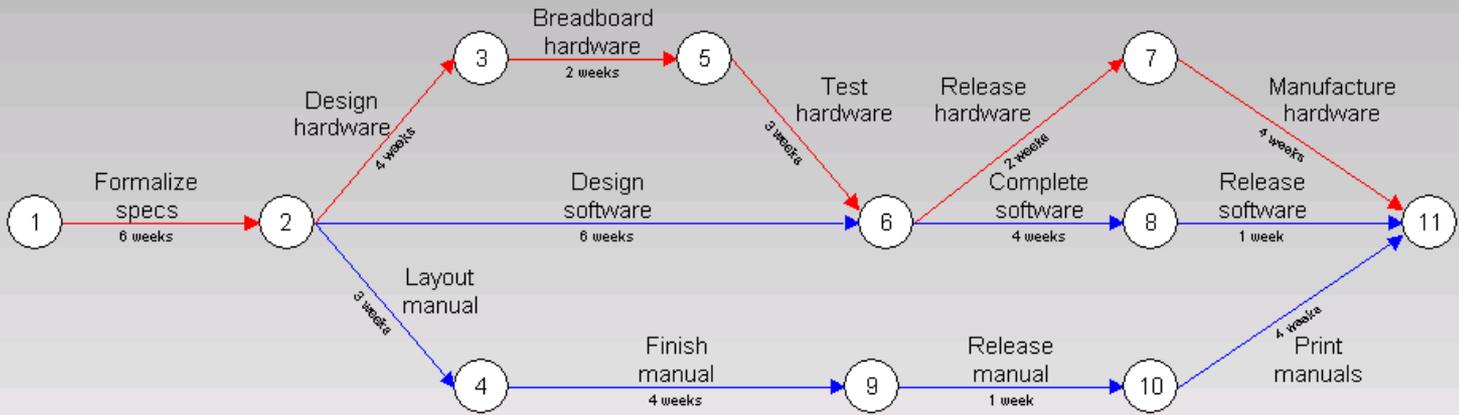


- » **TIME ESTIMATING: THIS IS THE TIME REQUIRED TO CARRY OUT EACH ACTIVITY, IN THREE PARTS:**
- » 1. Optimistic timing: The shortest time to complete an activity.
- » 2. Most likely timing: The completion time having the highest probability.
- » 3. Pessimistic timing: The longest time to complete an activity.
- » Critical Path Estimating: This determines the total time required to complete a project.
- » PERT not only determines the time to complete a specific software development activity, but also determines the cost.





# PERT/CPM Chart - PC Card



- |                             |                             |                            |
|-----------------------------|-----------------------------|----------------------------|
| ① Start project             | ⑤ Breadboard running        | ⑨ Manual finalized         |
| ② All specs finalized       | ⑥ Hardware fully functional | ⑩ Manual ready for printer |
| ③ Hardware design completed | ⑦ PC Board released         | ⑪ Project complete         |
| ④ Manual layout completed   | ⑧ Software finished         |                            |
- Critical path





## » CRITICAL PATH ANALYSIS

- » The critical path method (CPM) is a step-by-step project management technique for process planning that defines critical and non-critical tasks with the goal of preventing time-frame problems and process bottlenecks. The CPM is ideally suited to projects consisting of numerous activities that interact in a complex manner.
- » In applying the CPM, there are several steps that can be summarised as follows:
  - » -Define the required tasks and put them down in an ordered (sequenced) list.
  - » -Create a flowchart or other diagram showing each task in relation to the others.
  - » -Identify the critical and non-critical relationships (paths) among tasks.
  - » -Determine the expected completion or execution time for each task.
  - » -Locate or devise alternatives (backups) for the most critical paths.

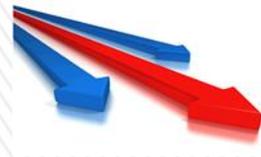




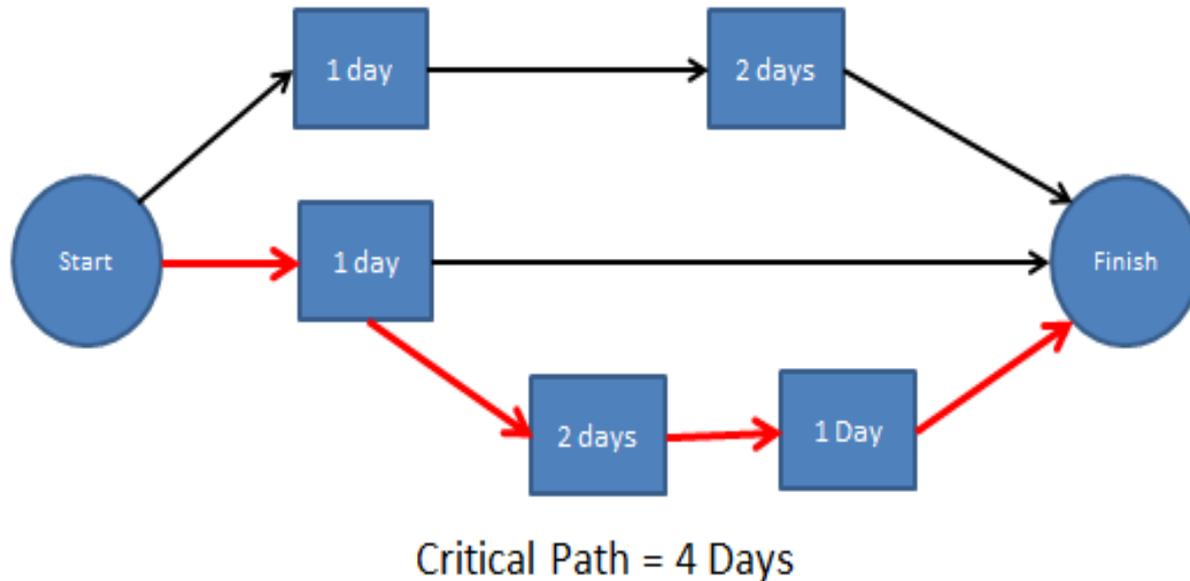
## » CRITICAL PATH ANALYSIS

- » The origins of CPM:
- » The CPM was developed in the 1950s by DuPont, and was first used in missile-defense construction projects. Since that time, the CPM has been adapted to other fields including hardware and software product research and development. Various computer programs are available to help project managers use the CPM.



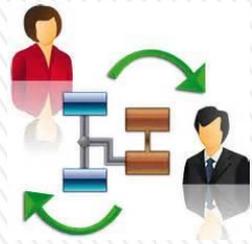


## » CRITICAL PATH ANALYSIS



SOURCE: <http://acqnotes.com/wp-content/uploads/2014/09/Critical-Path.png>





## » WORK FLOW

- » Progression of steps (tasks, events, interactions) that comprise a work process, involve two or more persons, and create or add value to the organization's activities. In a sequential workflow, each step is dependent on occurrence of the previous step; in a parallel workflow, two or more steps can occur concurrently.



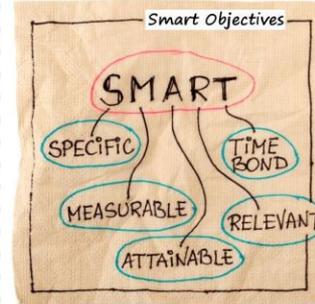


## » PRIORITISING WORKLOADS

- » Prioritize your workload by making a list of tasks you must tackle, and complete them in order of importance. In addition to getting your work done, Help guide notes that "Your newfound ability to maintain a sense of self-control in stressful situations will often be well-received by coworkers, managers, and subordinates alike, which can lead to better relationships at work."

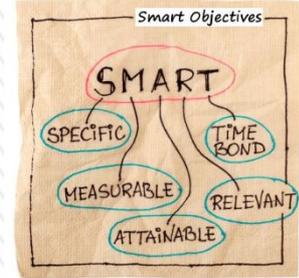


## » DEVELOPING SMART » OBJECTIVES



- » SMART objectives were initially associated with project management theory. But, SMART criteria are also useful in developing job-related objectives and personal goals. In order to work with an example, the publishing of a fabulous cookbook that will make lots of money. This is a goal and a very poorly worded one at that. Several objectives are needed to accomplish this vague desire.



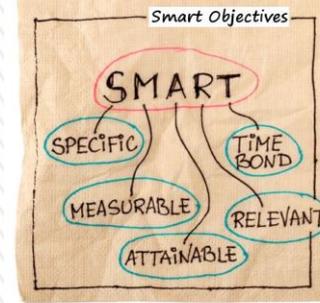


# » DEVELOPING SMART

## » OBJECTIVES

- » S is for Specific
- » An objective should be specific, clear and concise. You need to be able to describe the objective in detail to fulfill it. What type of cookbook should I write? Will it cover Jamaican cooking, three ingredient dishes or just desserts?
- » M is for Measurable
- » An objective should be quantitatively or descriptively measurable. Create a mechanism to track progress in meeting the objective. In my cookbook example, I want to write 100 recipes.
- » A is for Achievable or Attainable
- » An objective should be achievable or attainable given the resources for the project. It should require effort to reach the objective (or else why set one at all?), but it should not be so far-reaching that you will become frustrated. In the cookbook example, I will need to consider my expertise (I used to have a meal assembly business) and other commitments (kids, other writing assignments) in setting an objective.





# » DEVELOPING SMART » OBJECTIVES

- » R is for Relevant
- » An objective should be relevant or aligned with goals or larger strategies. Now that I am no longer actively developing recipes for my business and pursuing a writing career instead, does it make sense to focus on a cookbook?
- » T is for Time-Bound
- » Attach a deadline for completion to your objective so a call to action is clear. The deadline creates a sense of urgency. I may never get around to writing my cookbook if I don't set a deadline.





## » TIME MANAGEMENT

- » Time Management refers to managing time effectively so that the right time is allocated to the right activity.
- » Effective time management allows individuals to assign specific time slots to activities as per their importance.
- » Time Management refers to making the best use of time as time is always limited.
- » Ask yourself which activity is more important and how much time should be allocated to the same? Know which work should be done earlier and which can be done a little later.





## » TIME MANAGEMENT

- » Time Management plays a very important role not only in organisations but also in our personal lives.
- » Time Management includes:
  - » - Effective Planning
  - » - Setting goals and objectives
  - » - Setting deadlines
  - » - Delegation of responsibilities
  - » - Prioritizing activities as per their importance
  - » - Spending the right time on the right activity





## » HOW TO ANALYSE AND MANAGE RISK

- » Risk analysis refers to the uncertainty of forecasted future cash flows streams, variance of portfolio/stock returns, statistical analysis to determine the probability of a project's success or failure, and possible future economic states. Risk analysts often work in tandem with forecasting professionals to minimize future negative unforeseen effects.





## » HOW TO ANALYSE AND MANAGE RISK

- » Risk management is a systematic process of identifying and assessing company risks and taking actions to protect a company against them. Some risk managers define risk as the possibility that a future occurrence may cause harm or losses, while noting that risk also may provide possible opportunities. By taking risks, companies sometimes can achieve considerable gains.





## » HOW TO ANALYSE AND MANAGE RISK

- » However, companies need risk management to analyse possible risks in order to balance potential gains against potential losses and avoid expensive mistakes. Risk management is best used as a preventive measure rather than as a reactive measure. Companies benefit most from considering their risks when they are performing well and when markets are growing in order to sustain growth and profitability.





# » HOW TO ALIGN RESOURCES » WITH OBJECTIVES

- » As part of strategic planning, the strategic alignment to ensure that personnel, products, processes and systems support the business or organisation goals. Using this analysis, you can better plan to meet your goals by using resources (e.g., time and money) more efficiently. Companies with sizable budgets, larger staff and a number of products or services benefit the most from checking their operational choices, but you can apply strategic alignment analysis at any scale.





# » HOW TO ALIGN RESOURCES » WITH OBJECTIVES

- » In strategic planning, you set objectives and the processes used to meet them. For best results, these goals should be measurable and concrete, such as a total sales amount or a certain number of members. All of these objectives should meet the organisation's overall mission, a less quantifiable goal like selling quality products or assisting the homeless. Once established, you can allocate your resources and design the processes needed to attain your goals. This is your strategic plan.





## » LEGAL ,REGULATORY AND » ETHICAL REQUIREMENTS

- » Organisations must show that they act responsibly in relation to their staff, customers, investors and the communities in which they work. All types of organisations must obey the law in key areas such as health and safety, employment, finance and company law. Many organisations also have to work within specific regulations for their industry and ethical frameworks.
- » Organisations who want to maintain a good reputation also have to take account of the views of people in their communities on a whole range of issues such as the environment and other ways in which the organization affects people's quality of life.





## » REVIEW QUESTIONS

- » 1. Jamaica Paints is considering the implementation of objectives to improve the process of Customer Relationship Management.
- » Develop objectives that can used to guide the process.
- » 2. How would you align the staff at Jamaica Paints and other resources in an effective and efficient way in order for the Company to archive its objectives?





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