



مركز التنمية العالمي
International Development Center

**Technical Diploma
In
Administration and Planning**



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Part I. General Scientific Introduction :

The contents of this program will be presented in the form of a training course to provide a comprehensive integrated approach to qualify participants for modern concepts and applications in the field of management. This Program contains a summary of past experiences in this field and special additions. It also helps individuals who wish to change their careers to "management", as well as help administrative staff to sharpen their skills and upgrade their knowledge and experience.

1. General Aims :

- Provide an integrated and effective content for the students.
- Give the student a summary of important information in a limited time.
- Contribute to the improvement and development of the management and planning environment in Sudan on scientific basis.
- Provide students with planning and thinking skills.
- Effective ability to practice management effectively with a clear methodology.

2. Educational Methods :

- Interactive lectures.
- Practical workshops.
- A set of periodic tests.

3. Exposed with the Program :

- Employees Who wish to qualify themselves for senior leadership positions in various institutions.
- Employees in administrative positions in foundations.
- People Wishing to switch to management.
- Administrators wishing to prepare for the MBA Program.

4. Program Characteristics :

- A certified diploma from the American University of London in project management documented by the Department of Higher Education in France.
- An integrated learning center, an ideal learning environment and teachers with a high degree of proficiency and experience.
- A certificate approved by the International Development center.

Part II. The Technical Academic Program

Chapter One : Introduction in Administration (15 Hrs.)

1. Administration Definition :

We provide a simplified classification of the definition of business management within several groups of a number of prominent pioneers and scientists in the history of administrative thought:

- **First:** The definitions of the scientists of this group, namely Frederick Taylor, Marshal Dumuk and Abdul Ghafoor Younis, have become the science of management in identifying and identifying the objectives that must be reached at the lowest possible costs through the available resources and resources.
- **Second:** The most prominent representatives are Laurence Abley, Kuntz, Adonelle, Mary Parker Follett and Terry, who have focused on their definitions of management science as the process of implementing goals and actions by using the efforts of others.
- **Third:** The representatives of this group are Henry Fayol, James Money, Riley, Lait, Golek and Campbell. Their definitions of management science are compatible with administrative functions such as forecasting, planning, organization, coordination, command-directing, command and control.
- **Fourth:** represented by Oliver Sheldon, who knew the science of management focused on levels of management and functions related to these levels.
- **Fifth:** This group includes a definition provided by the American Social Science Encyclopedia for Business Administration, which emphasizes that "Management is the process of accomplishing a certain purpose and supervising its achievement." Management is also the common outcome of the various types and varieties of human effort in this process. Who make such efforts in any organization known as the Organization's management.

2. Importance of Administration :

The Department aims at exploiting human and natural resources and using them to serve the individual and human groups by devising and developing new human methods, creating the necessary commodities for individuals, ensuring the continuity of the development of the national economy, improving the quality of goods and products and providing necessary services in the manner required for all citizens. , Its methods and means seek to increase the standard of living of individuals and improve it and achieve social progress through its contribution to increase production and improve the quality and raise the productivity of workers, giving them the possibility of Get the highest pay possible.

3. Activities contributed to the management process :

- **Public Administration**

Directly focused on organization, planning, control and budget estimates and the most important of its leaders Gaelik, White, Simon and Democ.

- **Business men**

Business executives also contributed to the development of modern management, including the English industrial consultant Oliver Sheldon, who wrote a book called "Management Philosophy", as well as Chester Bernard, Alvin Brown, Lindel Eureka, the Society of Management Progress and the American Management Association.

- **Behaviouralists** At the head of this school are Alton Mayo and the Hawthorne and Fritz Rothals Burger experiments.

- **Other schools**

We provide them in the knowledge of schools of psychology, social system school, sports school, decision theory school, school of economic analysis and accounting.

4. Administration Functions

a) Planning

Planning is a permanent study and research on the development and new methods of innovative application to practical and is a foresight and predict the future.

- **Benefits of planning**

1. Reduces cost, effort and time.
2. The planning process facilitates monitoring and verification of implementation at each stage.
3. To allow the institution to verify its resources and study the immediate and future conditions.

- **Planning steps:**

1. Determine the overall goal and then identify the secondary objectives within the overall plan.
2. Determine the conditions under which the plan will be made and divided into "uncontrollable conditions / controllable conditions / uncontrollable conditions but can be affected."
3. Identify alternative solutions and should be studied and tested if possible.
4. Evaluate solutions or alternatives for the goal.
5. Choose the appropriate plan, ensure its flexibility and new concepts and requirements.

- **Forms of plans:** Plans on types and can take one of the following forms:

1. Objectives.
2. Policies.
3. Procedures.
4. Rules.
5. Software.
6. Budgeting.

b) Organizing

It is a system that works on the conscious administrative identification of activities or personal forces coordinated between two or more persons

Benefits of Organizing

1. Familiarity with each of the elements of the organization with its duties, responsibilities, and with all the work carried out by the institution.
2. Know each element of its organizational and formal status in the regulatory framework.
3. Perception of each individual's organizational relationships with his bosses.
4. Organization works to achieve the best use of human resources and material resources.
5. Effectiveness of organization: The effectiveness is achieved by considering the following:
 - Determine the primary objective.
 - Identifying the objectives, policies and plans recognized.
 - Identify the basic functions that achieve the objectives, policies and plans, enumerate, classify and then compile them on the basis of material and human resources.
 - The delegation of authority necessary for each president commensurate with the size of the responsibility and the tasks involved.
 - Linking activities to each other.

Organizational problems:

1. The incompetence of subordinates authorized to them.
2. Inequality of power and responsibility.
3. Multiple presidencies.

c) Staffing

The importance of this phase lies in the transition between the managerial and the dynamic phases of people.

This phase includes several concepts including (responsibility of the formation function, determining the number and quality of individuals, selection of the appropriate human being, the method of selection and appointment, training, incentives, provision of collective care for individuals, how to terminate the service).

d) Directing

Directing drives employees to work effectively and at the lowest possible cost and makes them work as a team to achieve the ultimate goal of the institution.

The basic principles of guidance success are:

1. The principle of homogeneity of objectives.
2. The principle of unity of the presidency.

e) Control and Reporting

Is the final stage of administrative functions and is responsible for verifying that the objectives, plans, policies and procedures have been implemented or not as determined in advance.

- **Benefits of control:**

1. Know the deviations or changes of the time or plans drawn up and thus address them as soon as possible.
2. Providing entities outside the scope of the institution with necessary reports such as customers, financial authorities or economic bodies and so on.
3. Gathering sufficient information about the shareholders in the organization and the company's commitment to the goals set in advance.

- **Control Tools :** (Procedures, statistics, records, budget estimates, periodic reports, meetings, internal control, personal observation).

- **Modern Look of Control:**

In the era of Frederick Taylor, censorship was the research done by the worker to punish him by deducting his salary, his dismissal from service, or other measures of restraining. After about 100 years, the view changed for censorship. The punishment was no longer the goal but the development, quality and improvement of production. The discovery of error has become a positive action and not a negative action, and the aim is to benefit the institution to avoid further mistakes.

5. Basics Concepts in Administration Studying :

- Advanced management and leadership (Leadership and management / administrative levels / four management functions / management skills / self-leadership and leadership of others / theoretical leadership and practice / control of organizational performance / leadership position / circumstantial leadership / preventive leadership).
- Management and strategic planning (introduction to strategic management / strategic thinking / strategic planning / strategic objectives / evaluation of the organization strategy / formulation of the organization strategy / formulation of business strategy / strategy implementation / strategic control and continuous improvement).
- Financial Management (Fundamentals of Financial Accounting / Understanding Financial Statements / Analysis of Financial Statements / Cost of Capital / Financial Aspects from Administrative Perspective / Financial Statements / Financial Analysis and Management Decisions).
- Project Management Basics (Project Life Cycle / Foundation Stage / Planning Stage / Implementation Phase / Monitoring and Control Stage / Project Termination Stage).
- Public relations and marketing (making the most of public relations in improving the image of the organization / determining the competitive advantage of the organization

/ marketing strategic planning / analysis of marketing opportunities / development and implementation of marketing programs / sales plans and evaluation).

- Human Resources Management (Human Resources Strategy), Human Resource Planning, Human Resource Development, Staff Relations, Communication Strategies, Human Resource Planning, Recruitment and Selection, Training and Development, Performance Assessment, Wages and Services).

6. Decision Making :

Decision making is a continuous and daily process that includes administrative stages. Decision-making as Harrison defined it in his book "The Process of Administrative Decision Making" is that it is the moment of choosing a particular alternative after evaluating different alternatives based on certain expectations of the decision-maker.

• Decisions Types:

1. Decisions relating to basic functions.
2. Decisions related to financing.
3. Decisions on administrative functions.
4. Decisions concerning legal aspects.
5. Basic decisions.
6. Routine decisions.

• Practical steps for decision-making:

1. Determine the problem and restrict it.
2. analyze the problem in detail.
3. Developing and finding alternative solutions.
4. Evaluate each alternative separately.
5. Choosing the optimal solution or alternative.
6. Convert the optimal variant to a resolution.
7. Control the implementation of the resolution.

• Difficulties in decision-making:

1. The environment in which the institution operates.
2. Person of the decision-maker and what affects it.
3. Fear of failure or misjudgment.

Chapter Two : Strategic Planning (9 Hrs.)

The term strategy has been used for centuries in warfare, a Greek word derived from the word "strategus" and means the art of leadership.

Strategic planning is a decision making process related to identifying the organization's mission and its key long-term goals, selecting and defining strategic plans, allocating and utilizing the resources and resources available to the institution in line with its objectives and environmental changes. Develop the internal conditions, systems and procedures of the institution, and then work to implement these decisions and choices.

There is a view that the strategy is "the process of designing alternative means by which to achieve the objectives of management, and the use of available resources under the surrounding climatic conditions" and in another definition of the strategy as "a general program of work and guidance of resources towards the achievement of general goals and comprehensive, Resources to increase the possibility of achieving specific objectives."

The strategic management is a system of integrated processes related to the analysis of the internal and external environment and the formulation of an appropriate strategy, and the application and evaluation in light of the analysis of the impact of variables on them to achieve a distinctive characteristic strategy to improve their production. The strategic management differs from strategic planning and operational planning (Operational) in several aspects On the one hand, strategic management is the fruit of the development of the concept of strategic planning and expansion and development to remove it, so strategic planning is an important element of strategic management.

1. Strategic planning concept

Drucker defined strategic planning as "a process of continuous decision-making based on possible future information about these decisions, their future impact, organization of efforts to implement these decisions and measuring results in the light of expectations through a feedback system.

The comprehensive definition that strategic planning is "an administrative process that covers all parts of the organization and involves decisions to determine the future of the organization based on comprehensive information about the institution and its environment to determine the desired production requirements, according to the criteria to assess the planning efforts."

2. Strategic Planning Assumptions

- a) Restructuring the level at which the institution will be.
- b) Analysis of the competitive environment that the institution will face after reorganization.
- c) a comprehensive view of economic factors over a period of 3-5 years.
- d) Strengthening the marketing direction of the organization.
- e) To determine the profit rates to be achieved.
- f) A statement of the status of the institution among the group of similar institutions in the activity.

- g) Review the needs and requirements of clients with the progress of the institution (first to first).
- h) Review the functions and work of the institution, in accordance with the dimensions of the overall quality.
- i) The importance of using technology to raise the productivity of the enterprise.

3. Advantages of strategic planning

Institutions that are interested in managing their operations and activities on the basis of the strategic studies have many advantages and benefits, which are clearly related to the future vision of the strategic planners, and to achieve the starting point for the interaction of the institution with its environment, as well as the possibility of achieving the satisfactory economic return and allocation of resources. Taking advantage of available strengths, avoiding surrounding risks, and limiting internal weaknesses. The most important of these advantages:

- a) Clarity of the future vision and strategic decisions.
- b) Strengthening the competitive position.
- c) The ability to make a difference.
- d) Allocate resources and possibilities in an effective manner.
- e) Achieving economic and financial results.

4. Basic steps in the strategic planning process:

- a) Readiness: A ready-made strategic planning institution must be able to:
 - Identify important issues and options to be discussed in strategic planning
 - Identify roles.
 - Form a planning committee.
 - Develop a future image for the company.
 - Identify the information that needs to be collected to make good decisions.

- b) Preparation of vision and mission:

The mission of the organization describes it completely through the purpose of the institution and the goal it seeks to achieve, and the work means the main activity through which the institution tries to achieve the goals and values and the principles and beliefs that lead the members of the institution in the pursuit of the goal.

The mission of the organization is based on: (clear and easy to understand by all, brief and short to remember, focused on a specific strategic axis, expressing the distinctiveness of the institution, representing the permanent reference to decisions within the institution, reflect the standards are achievable).

The vision of the institution shows the picture of success that can be achieved and it answers the question: What does success look like? The vision must be realistic, honest, well-crafted, easy to understand, ambitious and responsive to change. Vision should guide the energies of the group and serve as a guide to action. It must be consistent with company values and challenge and motivate employees to achieve the message.

- c) Evaluation of the current status of the institution: Methods used include SWOT, STEEP.
- d) Develop strategies, objectives and objectives.
- e) Complete the written plan.

5. Strategic Planning Objectives:

- a) A long-term general plan showing the tasks and responsibilities of the institution as a whole.
- b) Activate multi-level participation in the planning process.
- c) Increasing the harmonization of operational plans with each other.
- d) Assisting the Foundation in unifying the management efforts of the Foundation and determining its own thinking and pattern.
- e) Reduce chaos and random behavior.
- f) Developing and improving communication and exchange of information through the existence of documentation of the Foundation's programs.
- g) A statement of the resources available to the institution and how to exploit them according to the available opportunities.
- h) The possibility of dealing with crises and threats.

6. Success Factors of Strategic Planning:

- a) Successful and effective management.
- b) The channels of communication shall be clear and applicable.
- c) The institution's openness to new views and visions.
- d) The institution is not bound by strict rules and regulations.
- e) The existence of leaders with visions and future outlook.

Chapter Three : The operational planning (9 Hrs.)

The operational plan shows what should be done, who does the work, when and how it should end, and operational plans are the last component of the plan Strategy, which is the detailed description of the business required to achieve the specific strategic objectives. The operational planning process is an administrative work that is implemented and monitored internally by each department to ensure the achievement of the objectives and objectives set out in the executive plans. This is one of the main tools that enable the management staff to complete the implementation initiatives.

1. The main rules of the operational planning process:

- a) Ensure that all operational plans are approved and operational plans are prepared for them.
- b) All operational plans for all departments shall be prepared and approved one month prior to the commencement of work on their application on the ground.
- c) Provide the Director of the Department with a detailed explanation of the systems and rules for the preparation of operational plans for all employees in the Department with a practical example.
- d) Presenting the Director of the Department to the overall picture of the work of the Department and reviewing all executive plans and the nature of the relationship and integration between these plans.
- e) The Director of Administration determines the budget approved for each implementation plan and its operational initiatives.
- f) To motivate the Director of the Department for all employees to think outside the Fund and to design innovative procedures and steps that contribute to the realization of operational initiatives from the following main dimensions:
 - Achieve the targeted quality of outputs for each implementation initiative.
 - Adherence to the time limit for implementing each implementation initiative.
 - Implementation of the operational initiative within its budget.
- g) The Director of the Administration shall ascertain the conformity between the operational and operational plans and make the necessary modifications in the operational and operational plans.

2. Presentation and discussion of operational plans:

- a) Each supervisor / employee shall prepare a visual presentation of the operational plans to be executed during the following year and delivered to the Director of Administration.
- b) The Director of the Department shall review the operational plans submitted by each supervisor / employee concerned, record his observations and verify the following main issues:
 - Ensure that the practical steps and procedures in the operational plans are able to achieve the results of each initiative approved in the implementation plan.



- Ensuring the quality of the interrelationship between the practical steps and actions contained in the operational plans.
 - Ensure the realistic and logical elements of the operational plan
 - Ensure that the operational steps and actions associated with operational initiatives are not overlapped and duplicated.
 - Ensuring that the elements of the operational plan comply with the quality, time and cost specifications approved in the operational plans.
 - Ensuring the workload of those responsible for the implementation of each step and operational action and the capacity of the administrator to implement them.
 - Achieving balance and team spirit in assigning the implementation of operational steps and procedures between the employees of the organization and implementing partners.
 - Documentation of lessons and lessons learned from the review of operational plans in the organization's knowledge system.
- c) The manager of the department will hold a workshop for all supervisors / employees to present his comments and discuss with the attendees to ensure the quality of the construction of operational plans and their integration with the operational plans within a period not exceeding two weeks from the date of delivery of supervisors / employees to their operational plans.
- d) The supervisors / staff shall make the necessary modifications and submit the final version to the Director of Administration within a period not exceeding two weeks.
- e) The Director of the Department shall prepare the operational plans for the operational initiatives he is personally responsible for implementing.
- 3. Procedures for preparing operational plans:**
- a) Review the strategic objective and its operational initiatives.
- b) Supervisors / staff, in collaboration with the Director of Direct Management, will design operational steps and procedures that will explain how we should achieve each operational initiative through:
- Implementing the operational initiative on the ground in the form of detailed daily steps and procedures.
 - Ensure that the number of operational steps is not less than 3 steps or not more than 9 steps.
 - Achieve the final result associated with the operational initiative.
 - Take into account the prevention of overlapping of the operational steps of the targeted initiative with an operational initiative to follow or precede it.
- c) Identification of the principal responsible for the implementation of each operational step (identification of the partner's name for the projects and the job title of the internal work).
- d) Determine the relative weight of the step (%) according to its importance and impact on the implementation of the operational initiative.

- e) Determine the start date and completion of each operational step, taking into account the following:
 - Port readiness to apply the operational step to available resources.
 - The size and workload of the port in various operational initiatives.
 - The required time line between the operational steps to achieve the operational initiative within the approved duration of the initiative.
- f) Identify all the necessary requirements for each operational step (administrative, tools, professional practices, etc.)
- g) Ensure the integration of elements of the different operational plan.

4. Procedures for monitoring the performance of operational plans:

- a) The supervisor / employee manager shall submit a monthly periodic report on the implementation of the operational plans of the director of the department.
- b) Determine the supervisor / employee for the amount of achievement achieved at each step and the operational procedure.
- c) Supervisor / employee determination of the quality of implementation of each step and an operational procedure.
- d) Identify the Director of the areas of weakness in the implementation of each initiative and then document the percentage of implementation quality.
- e) Analysis of the supervisor / employee for the reasons behind the weakness of the amount and quality of the achievement of the target through:
 - Provide accurate description of the problem associated with poor performance.
 - Review all possible causes of the problem by involving as many parties as possible associated with that problem.
 - Identify the real causes behind these potential causes by asking "why" why these causes occurred several times in the form of rings that widen their level of influence.
 - Access to a specific and precise cause in which there is no answer to the question "why" that happened.
 - Check the relationship of that cause to the real problem and make sure that the treatment of the cause will eliminate the problem.
 - If the cause is too general outside the scope of the problem, return to the previous episode.
 - Use strategic management to analyze underlying causes if necessary.
- f) Determination of the supervisor / employee of the nature and nature of solutions proposed to remove the underlying cause in cooperation with the Director of the Department.

5. The most outstanding practices in operational planning:

- a) Develop simplified models that include all indicators and indicators of the initiative.
- b) To develop detailed operational plans and identify the working group of each initiative.
- c) Participation of the largest number of staff in the management of initiatives.
- d) An effective role in the non-overlapping of competencies between administrations.
- e) Develop a practical methodology for managing change and risk assessment.

Chapter Four : Practical Applying (12 Hrs.)

The aim of this course is to build an integrated knowledge form between the theoretical and technical aspects and to link them to the practical reality in the Administration and Planning so that the trainee will have a complete and coherent conception of all aspects of Administration and Planning. The recipient will learn about the problems or difficulties encountered in managing or planning, making administration systems for companies , set the strategic and operational plans , take the appropriate decisions to solve the problems and download theories management in practice, the recipient will be on a degree of qualification that qualifies him to start his work in the management and planning once the completion of the course.

Part III. Scientific References

1. "The Strategy Process: Concepts", Mintzberg, Henry; Quinn, James B.
2. "Politics of the Administrative Process", Donald F. Kettl..
3. " Strategic Planning " ,Ronald J. Recardo & Tim Toterhi .
4. " The Executive Guide to Operational Planning 1st Edition" , George L. Morrissey, Patrick J. Below , Betty L. Acomb .



Part IV. Distribution hours of diploma's contents

Theme	No. Days	No. Hours
Brief in General Administration Science	5	15
Strategic Planning	3	9
Operational Planning	3	9
Practical Applying	4	12
Total	15	45



Administration and Planning

Technical Diploma in Administration and Planning provides an integrated and effective content for the students, improving their thinking skills, so that they can be fully qualified in the field of Administration and planning. a comprehensive integrated approach to qualify participants for modern concepts and applications in the field of management. This Program contains a summary of past experiences in this field and special additions. It also helps individuals who wish to change their careers to "management", as well as help administrative staff to sharpen their skills and upgrade their knowledge and experience.

Course Routes Offered

Qualification	Route
DBA	BY DIRECTED COURSEWORK STUDY / RESEARCH & DISSERTATION
PhD	BY RESEARCH & DISSERTATION
BBA	BY DIRECTED COURSEWORK STUDY

Course Modules

Module Code	Module Title
AP11	Definition and Importance of Administration
AP12	Activities contributed to the management process
AP13	Administration Functions
AP14	Basics Concepts in Administration Studying
AP21	Definition and Assumptions of Strategic Planning
AP22	Advantages of Strategic Planning
AP23	Basic Steps in Strategic Planning Process
AP24	Success Factors of Strategic Planning
AP31	The main rules of the operational planning process
AP32	Procedures for preparing operational plans
AP33	Procedures for monitoring the performance of operational plans