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02-2967876

II. Roles & Functions in Planning

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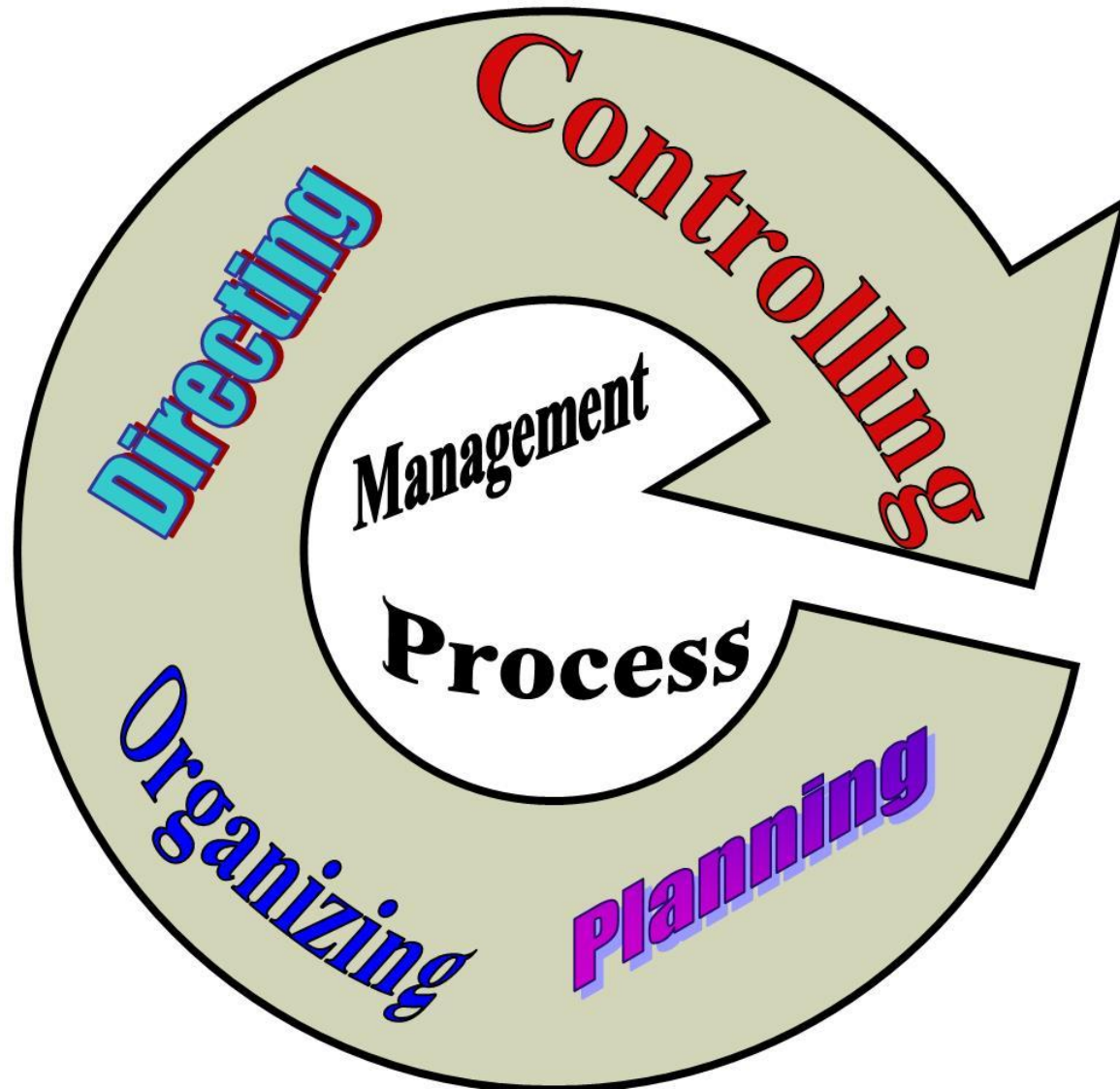
„„„,In the absence of clearly defined goals, we are forced to concentrate on activity and ultimately become enslaved by it,„„„

(Chuck Conradt)

„„„,He who fails to plan, plans to fail,„„„

(Anonymous)

Management Process



Planning

Planning

- ***All planning involves choice: A necessity to choose from among alternatives,,,,,***

Planning

- **Planning is deciding in advance,**

what to do

how to do it

when to do it

and who to do it

Planning



The process of selecting and developing the best course of action to accomplish an objective •

Planning is the Keystone of all other management functions •

Planning Requirements

- **Specific Objectives**
 - **Mission Statement**
 - **Objective**
 - **Operations**
- **Evaluate the Environment**



Evaluate the Alternatives ●

- * **Select Best Course of Action**
 - * **Develop a General Plan** ◦
 - **Within Resource Constraints**
- Must be kept up to date** •
- A Plan Answers:** •

WHO?

WHAT?

WHEN?

WHERE?

HOW?

WHY?

Purposes of Planning

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- 1. It leads to success in achieving goals and objectives.**
- 2. It gives meaning to work**
- 3. It provides for effective utilization of available personnel and facilities.**
- 4. It helps in coping with crisis situations.**

5. It is cost effective.

**6. It is based on past and future, thus helping •
reduce the element of change.**

**7. It can be used to discover the need for •
change. •**

8. It is needed for effective control. •

Planning Process

Planning process has five steps.

- Step 1.** Establish objectives. •
- Step 2.** Analyze situation/create •
planning premises. •
- Step 3.** Determine alternative •
course of action •
- Step 4.** Evaluate alternatives •
- Step 5.** Choose and implement •
plan •



Elements of Planning

The planning function requires managers to make decisions about four fundamental elements of plans.

Objectives.

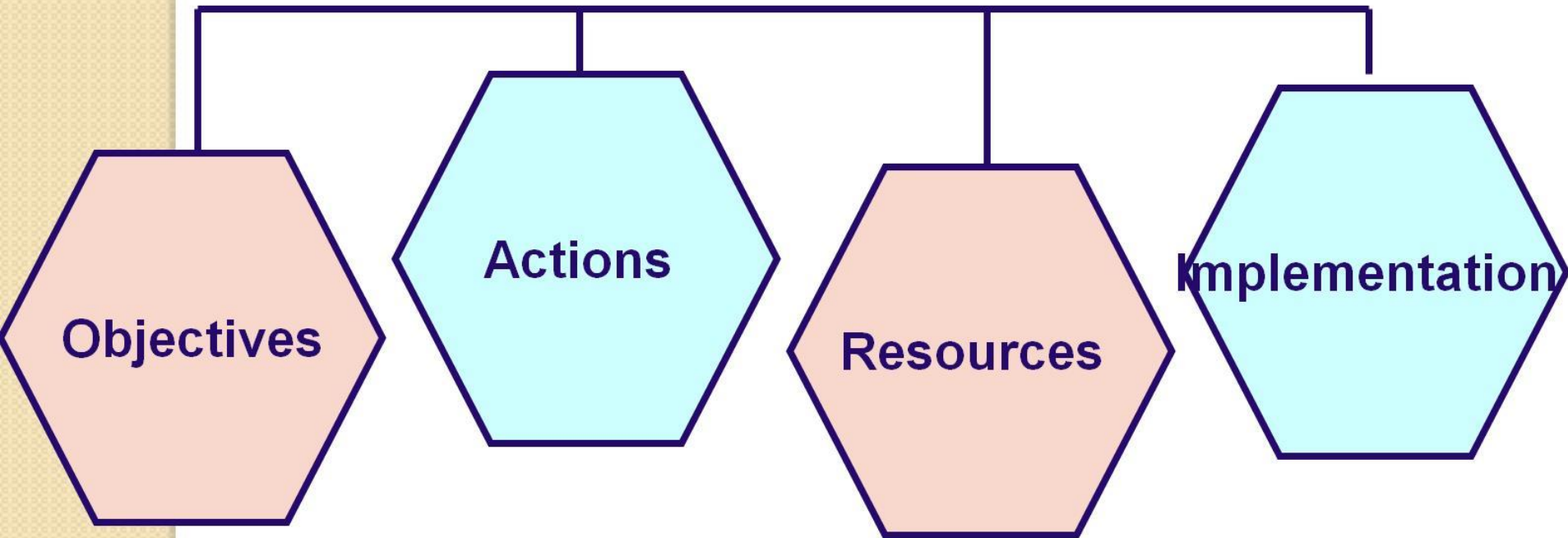
Actions. •

Ressources •

Implémentation. •



Elements of planning



Objectives: are integral to plans because they •
specify future conditions that the planner
deems satisfactory.

Actions are the specified, preferred means to •
achieve the objectives

Resources are constraints on the course of action.

A plan should specify the kinds and amounts of resources required, as well as the potential sources and allocation of these resources.

Implementation involves the assignment and direction of personnel to carry out the plan.

Strategic planning

Strategic planning is a continuous systematic process of making risk taking decisions today, the greatest possible knowledge of their effects on the future, organizing efforts necessary to carry out these decisions, and evaluating results of these decisions against expected outcome through reliable feedback mechanism.

Strategic planning

1. **A clear statement of the organizations' mission.** .\)
2. **The determination of the agency's stakeholders and the determination of their assessment of the agency's strategy's purpose and operations.** .\)
3. **The delineation of the agency's strategic goals and objectives, typically in a 3-5 year plan** .\)
4. **The development of strategies to achieve goal.**

Planning Hierarchy



Barriers to implementing the planning hierarchy

- Lack of knowledge and skills about how to plan.
- Lack of understanding about the external environment's impact on planning
- Inadequate unorganized support.
- Inappropriate use of plan and overt resistance to change by individuals
- Too much or not enough detail in planning activities.
- Plans used to control rather than inspire or lead
- Without adequate planning the manager finds, getting started difficult and begins to manage by crisis.

Poor Planning

Poor planning results in:

- **Disorganized and uncoordinated activities**
- **Wasting time and money**

Finally

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**Without adequate planning
the manager finds , getting
started is very difficult
and begins to manage by
crises**

Thank you

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