

PLANNING

MGT213

**MANAGEMENT PRACTICES AND
ORGANIZATIONAL BEHAVIOR**

Topic 3 | Week 3

BBA Program | Summer **2025**



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TOPICS TO LEARN

- ❑ What Is Planning?
- ❑ Why Do Managers Plan?
- ❑ Goals and Plans
- ❑ The Planning Process
- ❑ Types of Plans
- ❑ Vision, Mission, Strategies, and Objectives
- ❑ Management by Objectives (MBO)

WHAT IS PLANNING?

Planning involves defining the organization's goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate work activities.

Planning is concerned with both **ends** (what) and **means** (how).

WHY DO MANAGERS PLAN?

1. Planning provides direction to managers and nonmanagers alike.
2. Planning reduces uncertainty.
3. Planning minimizes waste and redundancy.
4. Planning establishes the goals or standards used in controlling.

GOALS AND PLANS

Planning is often called the primary management function because it establishes the basis for all the other things managers do as they organize, lead, and control.

It involves two important aspects: **goals** and **plans**.

GOALS AND PLANS

Goals (objectives) are desired outcomes or targets.

- ❑ Goals guide management decisions.
- ❑ Goals form the criteria against which work results are measured. That's why they're often described as the essential elements of planning.
- ❑ You have to know the desired target or outcome before you can establish plans for reaching it.

GOALS AND PLANS

Plans are documents that outline how goals are going to be met.

- Plans usually include resource allocations, schedules, and other necessary actions to accomplish the goals.

As managers plan, they develop both goals and plans.

WHAT IS PLANNING?, WHY DO MANAGERS PLAN?, GOALS AND PLANS

Planning establishes the basis for all the other things managers do as they organize, lead, and control.

True/False?

WHAT IS PLANNING?, WHY DO MANAGERS PLAN?, GOALS AND PLANS

Which of the following statements is NOT true?

- A. Planning involves two important aspects: goals and plans.
- B. Goals (objectives) are desired outcomes or targets.
- C. As managers plan, they develop both goals and plans.
- D. None of them

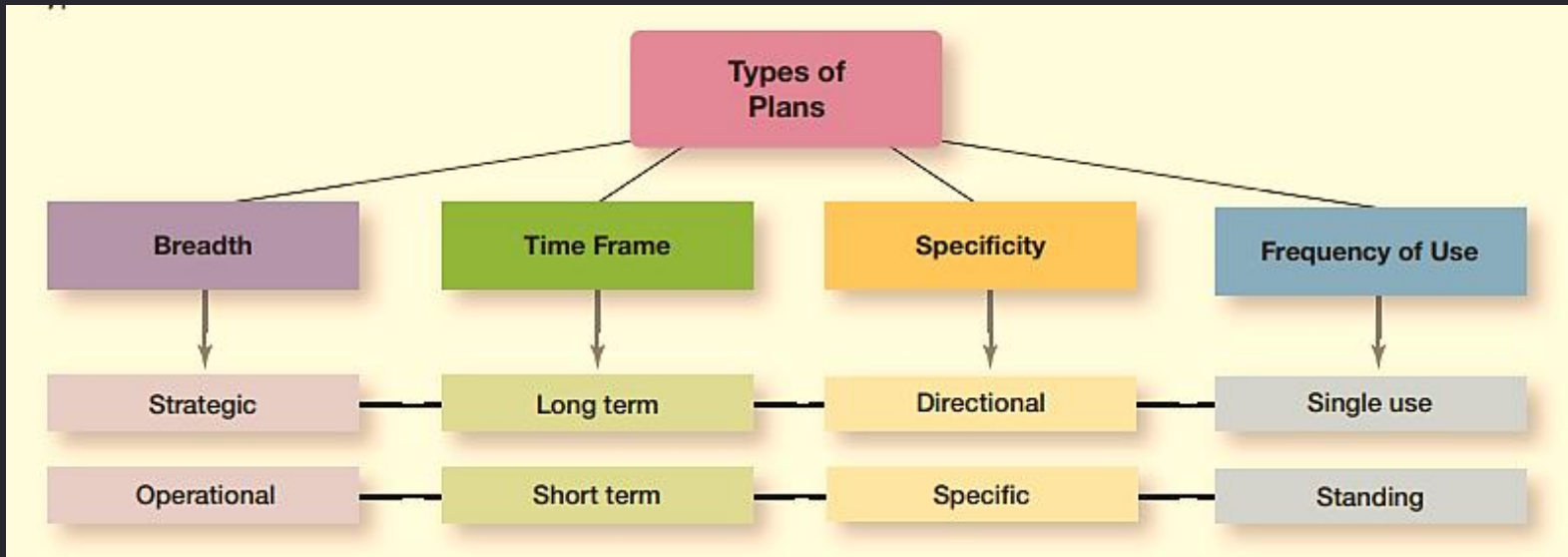
THE PLANNING PROCESS

Figure 7.1 The Planning Process



TYPES OF PLANS

Exhibit 8-1. Types of Plans



TYPES OF PLANS

Breadth (Strategic Plans vs Operational Plans)

Strategic plans are plans that apply to the entire organization and establish the organization's overall goals.

Plans that encompass a particular operational area of the organization are called **operational plans**.

These two types of plans differ because **strategic plans are broad** while **operational plans are narrow**.

TYPES OF PLANS

Time Frame (Short-Term Plans vs Long-Term Plans)

Long-term plans are defined as those with a time frame beyond three years.

Short-term plans cover one year or less.

Any time period in between would be an **intermediate plan**.

TYPES OF PLANS

Specificity (Directional Plans vs Specific Plans)

Specific plans are clearly defined and leave no room for interpretation.

When uncertainty is high and managers must be flexible in order to respond to unexpected changes, **directional plans** are preferable.

TYPES OF PLANS

Frequency of Use (Single Use Plans vs Standing Plans)

A **single-use plan** is a one-time plan specifically designed to meet the needs of a unique situation.

In contrast, **standing plans** are ongoing plans that provide guidance for activities performed repeatedly. Standing plans include policies, rules, and procedures.

TYPES OF PLANS

Tactical Plans

Tactical plans are short-term actions derived from broader strategic goals.

Contingency Planning

Contingency planning involves preparing for unforeseen events or emergencies that could disrupt normal operations.

Crisis Management

Crisis management is more specific to preparing for sudden, high-impact events that can cause severe damage to an organization's reputation or operations.

TYPES OF PLANS

BRAC UNIVERSITY

Identify the different types of plans potentially developed by BRAC University.

TYPES OF PLANS

Strategic plans are broad while operational plans are narrow.

True/False?

TYPES OF PLANS

Dark AI Inc. is operating in a market where uncertainty is high. Dark AI managers believe that in a volatile market like this, they should develop specific plans to properly respond to unexpected changes.

True/False?

TYPES OF PLANS

Which of the following statements about standing plans is NOT true?

- A. Standing plans are ongoing plans.
- B. Standing plans include policies, rules, and procedures.
- C. Standing plans are specifically designed to meet the needs of a unique situation.
- D. None of them

TYPES OF PLANS

What is one of the initiatives included in BRAC University's short-term plan for the upcoming academic year?

- A. Launching new specialization tracks
- B. Building state-of-the-art research facilities
- C. Organizing orientation programs for new students
- D. Establishing a comprehensive academic support program

TYPES OF PLANS

What is an example of a single-use plan at BRAC University?

- A. A plan for faculty development
- B. A plan to increase new student enrollment by 5%
- C. A plan for hosting a national conference on sustainable development
- D. A plan for interdisciplinary research and innovation

TYPES OF PLANS

Which plan at BRAC University emphasizes principles of academic freedom, research excellence, and student-centered teaching?

- A. Operational Plan
- B. Short-Term Plan
- C. Specific Plan
- D. Directional Plan

TYPES OF PLANS

Which type of plan guides decisions about curriculum development and faculty recruitment at BRAC University's School of Business?

- A. Strategic Plan
- B. Operational Plan
- C. Long-Term Plan
- D. Directional Plan

TYPES OF PLANS

What is the main focus of BRAC University's strategic plan?

- A. Enhancing student engagement and retention
- B. Becoming a leading educational institution in Bangladesh
- C. Improving student graduation rates
- D. Hosting a national conference on sustainable development

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Vision

A **vision statement** outlines the long-term aspirations and ultimate goals of an organization.

It describes the **desired future state** or **overarching purpose** that guides the organization's actions and decisions.

VISION, MISSION, STRATEGIES, AND OBJECTIVES

VISION OF BRAC UNIVERSITY

- ❑ *Proud, global institution from Bangladesh*
- ❑ *Bangladesh's flagship university*

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Mission

A **mission statement** defines the fundamental purpose and core values of an organization.

It communicates –

- ☐ what the organization does,
- ☐ who it serves, and
- ☐ why it exists.

VISION, MISSION, STRATEGIES, AND OBJECTIVES

MISSION OF BRAC UNIVERSITY

- ❑ *Fostering Knowledge Creation*
- ❑ *Upholding Human Values*
- ❑ *Promoting Sustainable Development*

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Exhibit 9-2. Components of a Mission

Customers:	Who are the firm's customers?
Markets:	Where does the firm compete geographically?
Concern for survival, growth, and profitability:	Is the firm committed to growth and financial stability?
Philosophy:	What are the firm's basic beliefs, values, and ethical priorities?
Concern for public image:	How responsive is the firm to societal and environmental concerns?
Products or services:	What are the firm's major products or services?
Technology:	Is the firm technologically current?
Self-concept:	What are the firm's major competitive advantage and core competencies?
Concern for employees:	Are employees a valuable asset of the firm?

VISION, MISSION, STRATEGIES, AND OBJECTIVES

NIKE

To “bring inspiration and innovation to every athlete in the world.”

“If you have a body, you are an athlete.”

VISION, MISSION, STRATEGIES, AND OBJECTIVES

COCA-COLA

“The Coca-Cola Company exists to benefit and refresh everyone who is touched by our business.”

VISION, MISSION, STRATEGIES, AND OBJECTIVES

GOOGLE

***“To organize the world’s information
and make it universally accessible
and useful.”***

VISION, MISSION, STRATEGIES, AND OBJECTIVES

AMAZON

“We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.”

VISION, MISSION, STRATEGIES, AND OBJECTIVES

STARBUCKS

“To inspire and nurture the human spirit - one person, one cup, and one neighborhood at a time.”

VISION, MISSION, STRATEGIES, AND OBJECTIVES

LINKEDIN

***“To connect the world’s professionals
to make them more productive and
successful.”***

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Strategies

Strategies are the high-level plans and approaches designed to achieve the organization's objectives and fulfill its mission.

Strategies outline the key initiatives, actions, and resource allocations necessary to reach the desired outcomes.

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Strategies

Strategy 1: "Expand into new international markets to drive revenue growth and diversify customer base."

Strategy 2: "Invest in research and development to innovate new products and services that meet evolving customer needs."

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Objectives

Objectives are specific, measurable, and time-bound goals that support the achievement of the organization's mission and vision.

They serve as quantifiable targets to track progress and success.

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Objectives

Objective 1: "Increase market share by 15% within the next two years."

Objective 2: "Reduce production costs by 10% by the end of the fiscal year."

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Which of the following is a strategy?

- A. To connect the world's professionals to make them more productive and successful.
- B. Invest in research and development to innovate new products and services that meet evolving customer needs.
- C. Increase market share by 15% within the next two years.
- D. None of them

VISION, MISSION, STRATEGIES, AND OBJECTIVES

Which of the following is an objective?

- A. To connect the world's professionals to make them more productive and successful.
- B. Invest in research and development to innovate new products and services that meet evolving customer needs.
- C. Increase market share by 15% within the next two years.
- D. None of them

MANAGEMENT BY OBJECTIVES (MBO)

Management by objectives (MBO) is a process of setting mutually agreed-upon goals and using those goals to evaluate employee performance.

If a manager uses this approach, they sit down with each member of their team and set goals and periodically review whether progress is being made toward achieving those goals.

MANAGEMENT BY OBJECTIVES (MBO)

MBO programs have the following four elements.

Goal Specificity

Participative Decision Making

An Explicit Time Period

Performance Feedback

MANAGEMENT BY OBJECTIVES (MBO)

Exhibit 8-3. Steps in MBO

Step 1:	The organization's overall objectives and strategies are formulated.
Step 2:	Major objectives are allocated among divisional and departmental units.
Step 3:	Unit managers collaboratively set specific objectives for their units with their managers.
Step 4:	Specific objectives are collaboratively set with all department members.
Step 5:	Action plans, defining how objectives are to be achieved, are specified and agreed upon by managers and employees.
Step 6:	The action plans are implemented.
Step 7:	Progress toward objectives is periodically reviewed, and feedback is provided.
Step 8:	Successful achievement of objectives is reinforced by performance-based rewards.

MANAGEMENT BY OBJECTIVES (MBO)

What is the primary purpose of Management by Objectives (MBO)?

- A. To establish goals solely by top management.
- B. To set mutually agreed-upon goals and use them to evaluate employee performance.
- C. To replace managers with automated systems.
- D. To provide HR with full control over employee evaluations.

MANAGEMENT BY OBJECTIVES (MBO)

What is one key benefit of using MBO as opposed to traditional goal-setting methods?

- A. Goals are set without any employee involvement.
- B. MBO focuses solely on long-term goals.
- C. MBO uses goals to motivate employees, involving them in the goal-setting process.
- D. It eliminates the need for performance reviews.

THANK YOU



CONSULTATION HOURS

Sunday and **Tuesday**

12:20 PM - 2:35 PM

Monday and **Wednesday**

10:50 AM - 2:35 PM



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