

PURPOSE OF PLANNING

Purpose of planning shows the importance of planning in management:

1) Facilitates Accomplishment of Objectives

The aim of planning is to facilitate the attainment of objectives. It focuses its attention on the objectives of the organisation. It states the objectives of each department in the organisation and of the enterprise as a whole. This helps personnel to see the enterprise in its entirety and see how their actions contribute to its ultimate goals. Planning forces the managers to consider the future and revise its plans if necessary for achieving the objectives.

2) Provides Direction

Planning is concerned with predetermined course of action. It provides the directions to the efforts of employees. Planning makes clear what employees have to do, how to do, etc.

3) Minimises Risk & Uncertainty

Organisations have to face many uncertainties and unexpected situations every day. By providing a rational procedure for making decisions and accurate forecasting, planning assists the management and organizations in minimising risk and uncertainty arising out of future events.

4) Reduces Overlapping and Wasteful Activities

The organisation al plans are made keeping in mind the requirements of all the departments. As a result there will be coordination in different departments. Plans ensure clarity of thoughts and action and work can be carried out smoothly. By replacing confusion and disorder with co-operation and co-ordination planning helps in channelising the energies towards efficiency in operations.

5) Facilitates Optimum Utilization of Resources

Various resources that are relevant to an organisation namely, funds, physical resources, manpower, technological know-how, etc., are inadequate due to demand from competing organisation s and have alternative uses. This necessitates the organisation to make the best possible use of resources. Planning facilitates optimum use of available resources.

6) Facilitates Decision-Making

Decision-making can be defined as the selection of a course of action from different available alternatives can be identified as core of planning. Planning helps the managers to take various

decisions. As in planning goals are set in advance and predictions are made for future. These predictions and goals help the manager to take fast decisions.

7) Promotes Creativity and Innovative Ideas

Management being an art provides the managers the opportunity to suggest ways and means in achieving higher targets. Being an intellectual process, it planning requires high level of thinking. So, there is a great scope of finding better ideas, better methods and procedures to perform a particular job. So, it makes the managers innovative and creative.

8) Facilitates Control

Controlling means comparison between planned and actual output and if there is variation between both then find out the reasons for such deviations and taking measures to match the actual output with the planned. The function of controlling is to ensure that the activities conform to the plans. Thus, effective controlling is not possible without meaningful planning which serves as the basis to monitor, measure, evaluate and control achievement of organisational objectives.

9) Improves Morale and Motivation

Planning makes a systematic arrangement for disposal of financial and non- financial benefits to the workers of employees which help in meeting their emotional and psychological needs. It also enhances their morale by creating a consistent work environment aimed at achievement of organisational goals.

10) Helps in Securing Effective Coordination

Coordination is an important factor for the smooth functioning of an organisation. Planning determines the course of activities of different units of organisation in such a way that minimum co-ordination between physical and human resources is achieved. When various departments in an organisation work in accordance with an overall plan, harmony and co-ordination is achieved. It can be said that if co-ordination is essence for management, planning is the base for it.

PROCESS OF PLANNING



1) Setting-up of the objective

In planning function manager begins with setting up of objectives because all the policies, procedures and methods are framed for achieving objectives only. The managers set up very clearly the objectives of the company keeping in mind the goals of the company and the physical and financial resources of the company. Managers prefer to set up goals which can be achieved quickly and in specific limit of time. After setting up the goals, the clearly defined goals are communicated to all the employees.

2) Developing premises

Premises refer to making assumptions regarding future. Premises are the base on which plans are made. It is a kind of forecast made keeping in view existing plans and any past information about various policies. There should be total agreement on all the assumptions. The assumptions are made on the basis of forecasting. Forecast is the technique of gathering information. Common forecast are made to find out the demand for a product, change in government or competitor policy, tax rate, etc.

3) Listing the various alternatives for achieving the objectives

After setting up of objectives the managers make a list of alternatives through which the organisation can achieve its objectives as there can be many ways to achieve the objective and managers must know all the ways to reach the objectives.

For example, if the objective is to increase in sale by 10% then the sale can be increased:

- a) By adding more line of products;
- b) By offering discount;
- c) By increasing expenditure on advertisements;
- d) By increasing the share in the market;
- e) By appointing salesmen for door-to-door sale etc.

So, managers list out all the alternatives.

4) Evaluation of different alternatives

After making the list of various alternatives along with the assumptions supporting them, the manager starts evaluating each and every alternative and notes down the positive and negative aspects of every alternative. After this the manager starts eliminating the alternatives with more of negative aspect and the one with the maximum positive aspect and with most feasible assumption is selected as best alternative. Alternatives are evaluated in the light of their feasibility.

5) Selecting an alternative

Selecting the course of action, is the point at which plan is adopted-the real point of decision making. The best alternative is selected but as such there is no mathematical formula to select the best alternative. Sometimes instead of selecting one alternative, a combination of different alternatives can also be selected. The most ideal plan is most feasible, profitable and with least negative consequences.

After preparing the main plan, the organisation has to make number of small plans to support the main plan. These plans are related to performance of routine jobs in the organisation. These are derived from the major plan. So, they are also known as **derivative plans**. These plans are must for accomplishing the objective of main plan. The common supportive plans are plans to buy equipment, plan for recruitment and selection of employees, plan to buy raw material, etc.

6) Implement the plan

The managers prepare or draft the main and supportive plans on paper but there is no use of these plans unless and until these are put in action. For implementing the plans or putting the plans into action, the managers start communicating the plans to all the employees very clearly because the employees actually have to carry on the activities according to specification of plans. After

communicating the plan to employees and taking their support the managers start allocating the resources according to the specification of the plans. **For example**, if the plan is to increase in sale by increasing the expenditure on advertisement, then to put it into action, the managers must allot more funds to advertisement department, select better media, hire advertising agency, etc.

7) Follow-up

Planning is a continuous process so the manager's job does not get over simply by putting the plan into action. The managers monitor the plan carefully while it is implemented. The monitoring of plan is very important because it helps to verify whether the conditions and predictions assumed in plan are holding true in present situation or not. If these are not coming true then immediately changes are made in the plan.

During follow up many adjustments are made in the plan. **For example**, if the expenditure planning is done keeping in mind 5% inflation rate but in present situation if the inflation rate rises to 10% then during follow up the managers make changes in the plans according to 10% inflation rate.