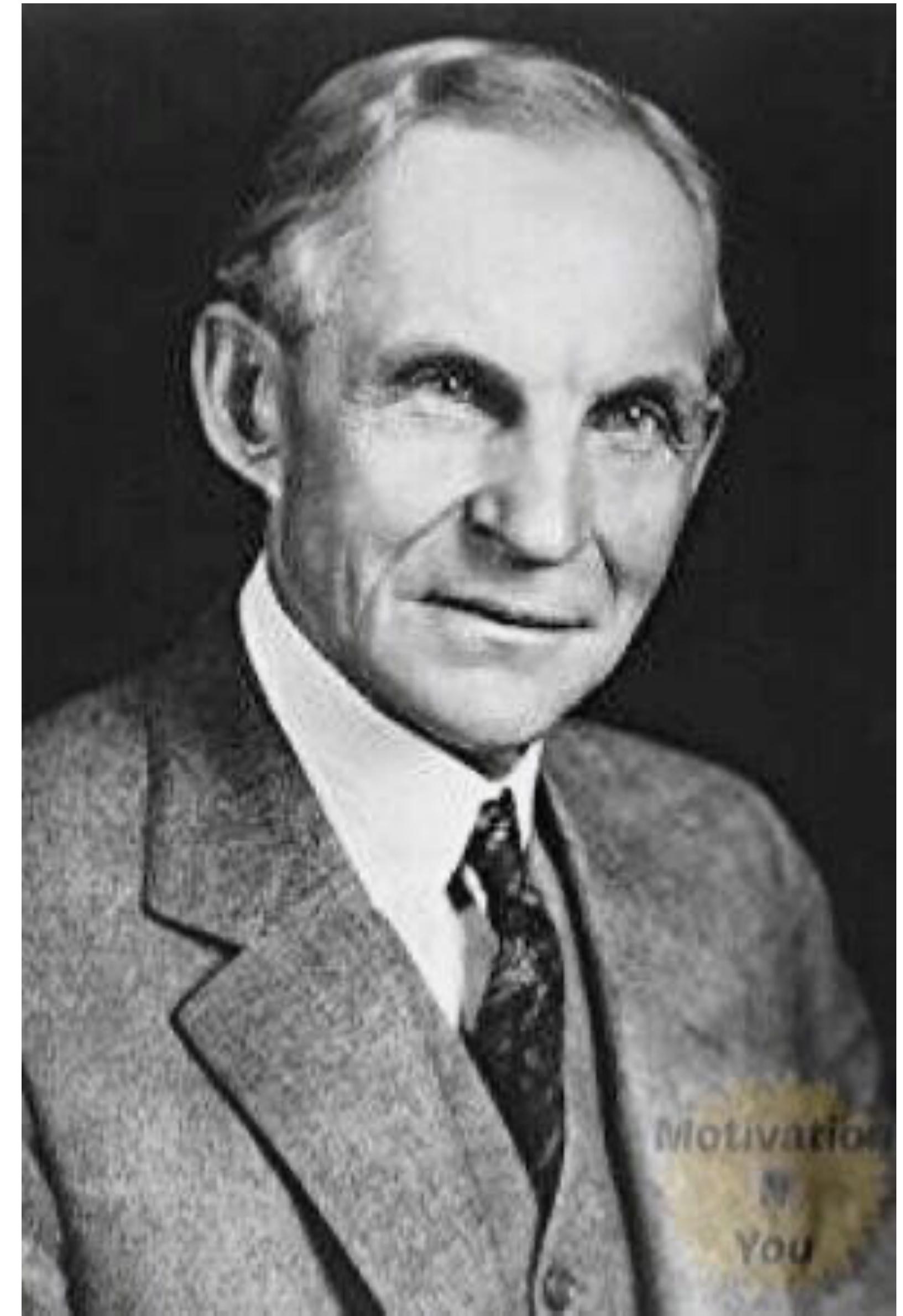


Planning

OSPM - 8 ; 30.09.2020,09:00AM

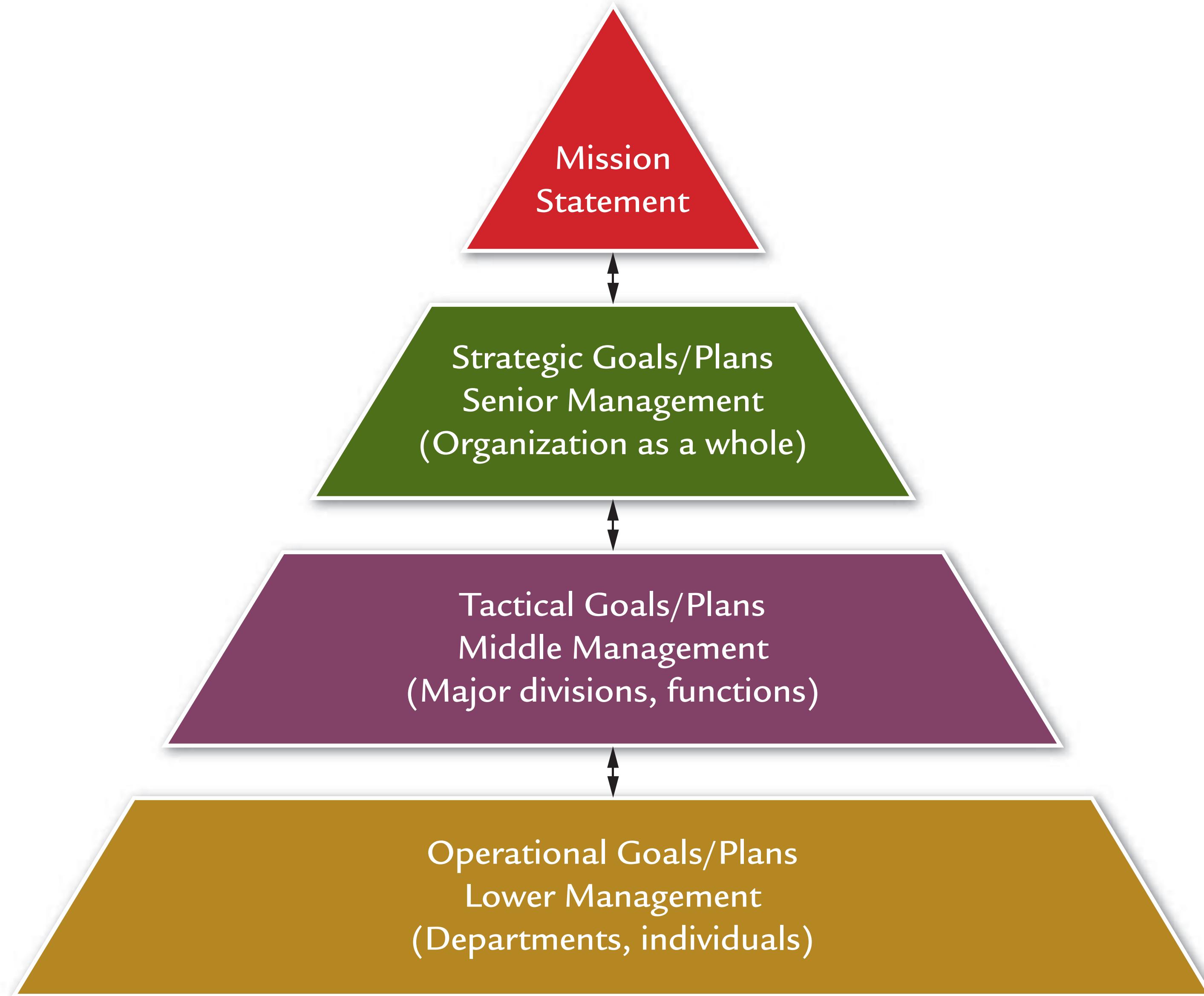


A **goal** is a desired future circumstance or condition that the organization attempts to realize

A **plan** is a blueprint for goal achievement and specifies the necessary resource allocations, schedules, tasks, and other actions.



From its beginning as a seven-cow farm in New England to its current status as a \$350 million organic yogurt business, Stonyfield Farm has incorporated environmental responsibility into its **organizational planning**. Today, every operational plan encompasses Stonyfield's **goal** of carbon-neutral operations.



Process



Mission

is a broadly stated definition of purpose that distinguishes the organization from others of a similar type.

State Farm's mission is to help people manage the risks of everyday life, recover from the unexpected, and realize their dreams.

We are people who make it our business to be like a good neighbor; who built a premier company by selling and keeping promises through our marketing partnership; who bring diverse talents and experiences to our work of serving the State Farm customer.

Our success is built on a foundation of shared values—quality service and relationships, mutual trust, integrity, and financial strength.

THIS IS YOUR
DO WHAT YOU LOVE,
AND DO IT OFTEN.
LIFE.
IF YOU DON'T LIKE SOMETHING, CHANGE IT.
IF YOU DON'T LIKE YOUR JOB, QUIT.
IF YOU DON'T HAVE ENOUGH TIME, STOP WATCHING TV.
IF YOU ARE LOOKING FOR THE LOVE OF YOUR LIFE, STOP;
THEY WILL BE WAITING FOR YOU WHEN YOU
START DOING THINGS YOU LOVE.
STOP OVER ANALYZING, ALL EMOTIONS ARE BEAUTIFUL.
WHEN YOU EAT, APPRECIATE
LIFE IS SIMPLE. EVERY LAST BITE.
OPEN YOUR MIND, ARMS, AND HEART TO NEW THINGS
AND PEOPLE, WE ARE UNITED IN OUR DIFFERENCES.
ASK THE NEXT PERSON YOU SEE WHAT THEIR PASSION IS,
AND SHARE YOUR INSPIRING DREAM WITH THEM.
TRAVEL OFTEN; GETTING LOST WILL
HELP YOU FIND YOURSELF.
SOME OPPORTUNITIES ONLY COME ONCE, SEIZE THEM.
LIFE IS ABOUT THE PEOPLE YOU MEET, AND
THE THINGS YOU CREATE WITH THEM
SO GO OUT AND START CREATING.
LIFE IS LIVE YOUR DREAM,
AND WEAR YOUR PASSION.
SHORT. YOUR PASSION.

"THE HOLSTEE MANIFESTO © 2009"

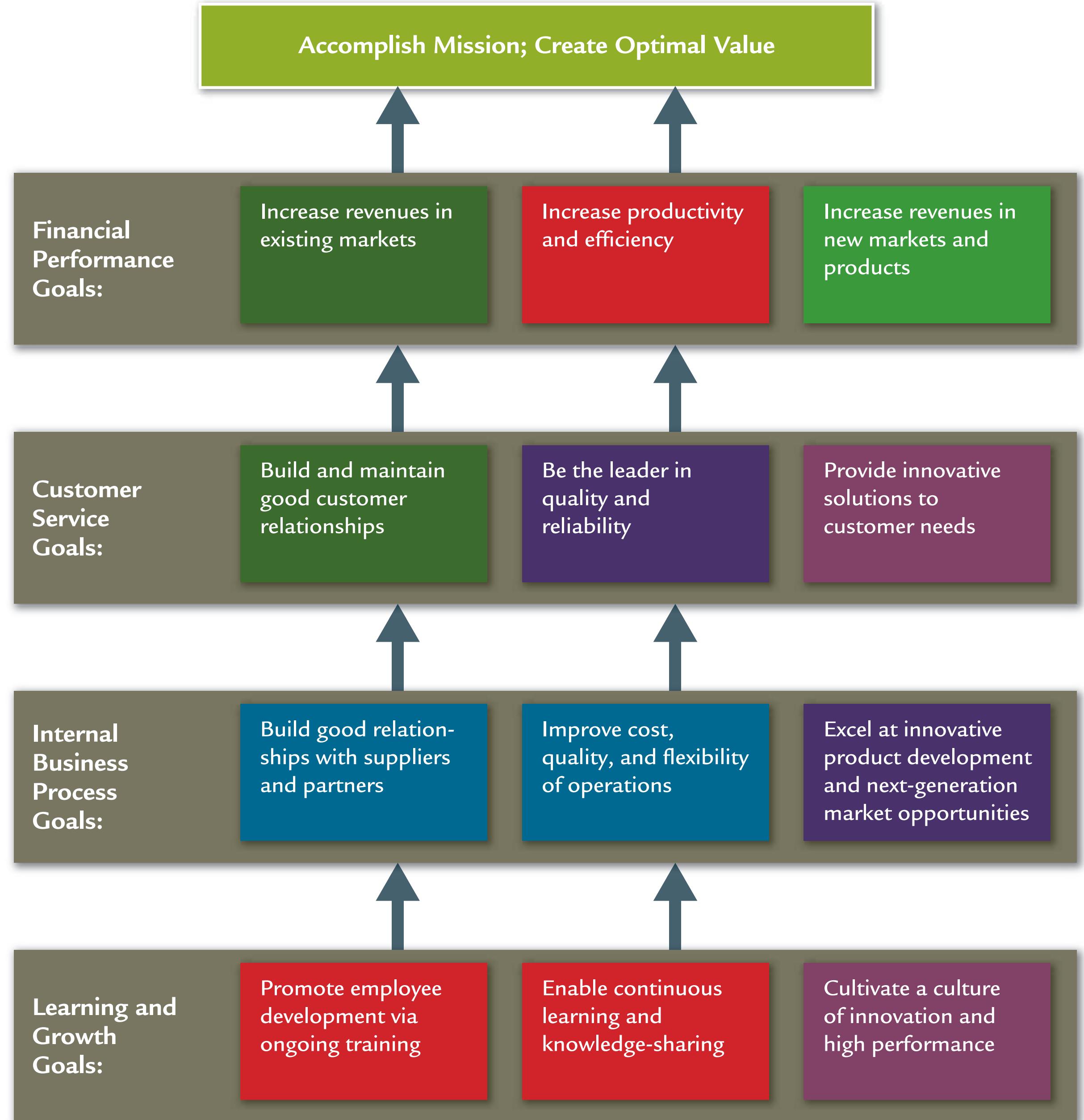
Your Approach to Studying

Instructions: Your approach to studying may be a predictor of your planning approach as a new manager. Answer the questions below as they apply to your study behavior. Please answer whether each item below is Mostly True or Mostly False for you.

	Mostly True	Mostly False	
1. Before I tackle an assignment, I try to work out the reasoning behind it.	_____	_____	
2. When I am reading, I stop occasionally to reflect on what I am trying to get out of it.	_____	_____	
3. When I finish my work, I check it through to see if it really meets the assignment.	_____	_____	
4. Now and then, I stand back from my studying to think generally how well it is going.	_____	_____	
5. I frequently focus on the facts and details because I do not see the overall picture.	_____	_____	
6. I write down as much as possible during lectures, because I often am not sure what is really important.	_____	_____	
7. I try to relate ideas to other topics or courses whenever possible.	_____	_____	
8. When I am working on a topic, I try to see in my own mind how all the ideas fit together.	_____	_____	
9. It is important to me to see the bigger picture within which a new concept fits.	_____	_____	

Scoring and Interpretation: Give yourself one point for each item you marked as Mostly True except items 5 and 6. For items 5 and 6, give yourself one point for each one you marked Mostly False. An important part of a new manager's job is to plan ahead, which involves grasping the bigger picture. These items measure *metacognitive awareness*, which means to step back and see the bigger picture of one's own learning activities. This same approach enables a manager to step back and see the big picture required for effective planning, monitoring, and evaluating an organization. If you scored 3 or fewer points, you may be caught up in the details of current activities. A score of 7 or above suggests that you see yourself in a bigger picture, which is an approach to studying that very well may reflect a successful planning aptitude.

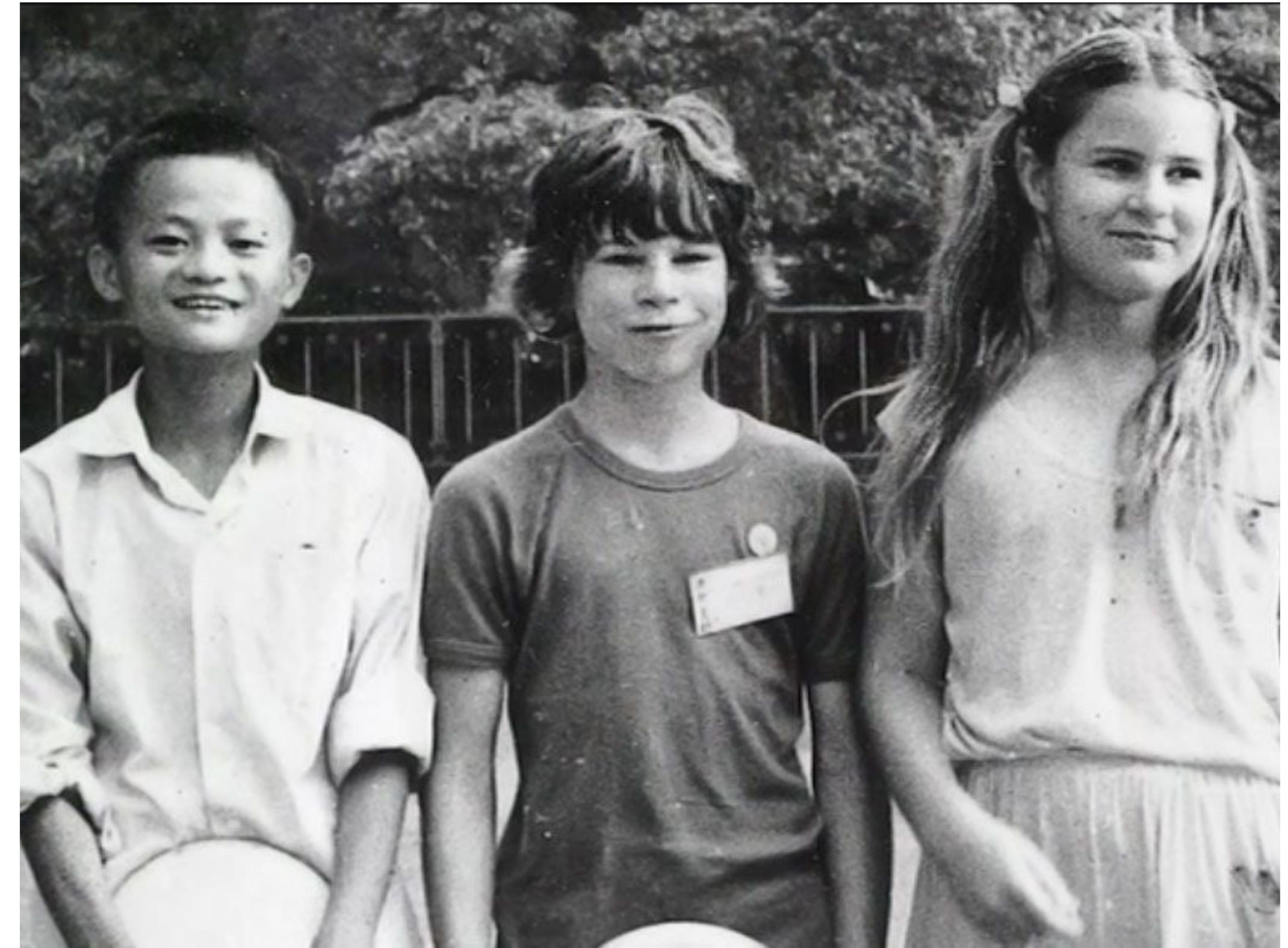
Sources: Adapted from Kristin Backhaus and Joshua P. Liff, "Cognitive Styles and Approaches to Studying in Management Education," *Journal of Management Education* 31 (August 2007): 445–466; and A. Duff, "Learning Styles Measurement: The Revised Approaches to Studying Inventory," *Bristol Business School Teaching and Research Review* 3 (2000).



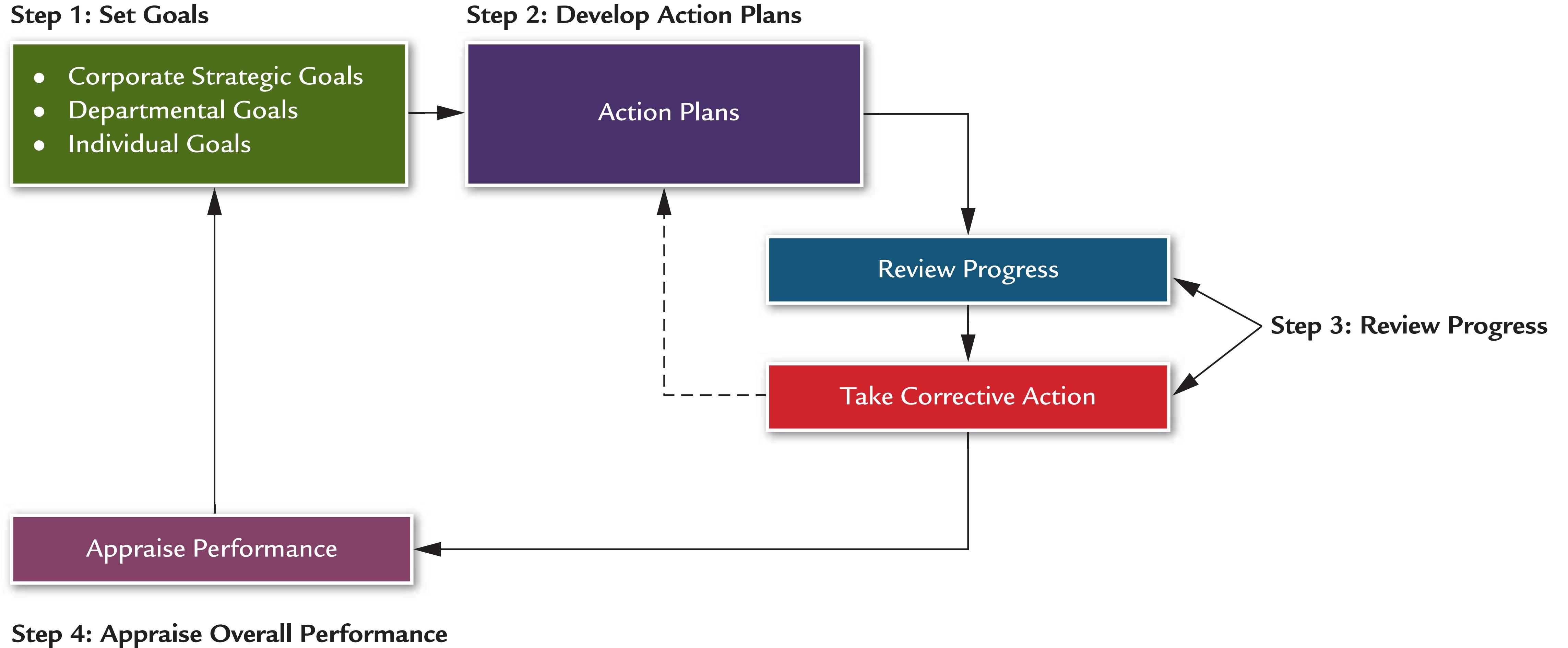
Strategy Maps

Criteria for Effective Goals











Focuses manager and employee efforts on activities that will lead to goal attainment.

Can improve performance at all company levels.

Improves employee motivation.

Aligns individual and departmental goals with company goals.

Single-Use Plans

Program

- Plans for attaining a one-time organizational goal
- Major undertaking that may take several years to complete
- Large in scope; may be associated with several projects

Examples: Building a new headquarters
Converting all paper files to digital

Project

- Also a set of plans for attaining a one-time goal
- Smaller in scope and complexity than a program; shorter in horizon
- Often one part of a larger program

Examples: Renovating the office
Setting up a company intranet

Standing Plans

Policy

- Broad in scope—general guide to action
- Based on organization's overall goals/strategic plan
- Defines boundaries within which to make decisions

Examples: Sexual harassment policies
Internet and social media policies

Rule

- Narrow in scope
- Describes how a specific action is to be performed
- May apply to specific setting

Example: No-eating rule in areas of the company where employees are visible to the public

Procedure

- Sometimes called a *standard operating procedure*
- Defines a precise series of steps to attain certain goals

Examples: Procedures for issuing refunds
Procedures for handling employee grievances

Advantages

Goals and plans provide a source of motivation and commitment

Goals and plans guide resource allocation

Goals and plans are a guide to action

Goals and plans set a standard of performance

Disadvantages

Goals and plans can create a false sense of certainty

Goals and plans may cause rigidity in a turbulent environment



Dan Krauss/The New York Times/Redux



Back in 2005, Netflix CEO Reed Hastings announced a **stretch goal** of quadrupling the company's subscriber base to 20 million by 2012. "That's a bit aggressive," he said at the time, "but it's theoretically possible." Fast forward to 2012, and Netflix had not only met this goal but surpassed it, for a total of 30 million subscribers! With success like this, it's no surprise that Hastings has set a new stretch goal of 60 million to 90 million subscribers in the future.

Take Home Task

Course Goal Setting⁶⁰

Step 1. Make specific goals for yourself regarding desired outcomes for this course. What is your goal for a grade? Your goal for learning specific knowledge or skills? Define at least two goals for this course.

Step 2. The next step is to break down each goal into “goal behaviors.” These are the specific behaviors that will allow you to achieve each goal in Step 1. Examples of goal behaviors might include 100 percent attendance, taking good class notes every day, reading assigned chapters before class, outlining chapters, writing definitions of new words, participating in class discussions, setting specific study times for exams, answering end-of-chapter questions, or completing “Workbook” assignments. Define a minimum

of four goal behaviors that will lead to the achievement of each goal in Step 1.

Step 3. In groups of three to five students, compare your goals and goal behaviors. Students should take turns sharing goals and behaviors with the group.

Step 4. What did you learn from hearing the goals and goal behaviors of group members? How different were the goals and behaviors of group members? Which combination of goal and goal behaviors seems most likely to be successful?

Step 5. On the last day of class, meet again as a group. Each student should report on the degree of success following goal behaviors and achieving goals. Share what you learned from this experience. Your instructor may ask your group members to report their findings to the class.