

Planning التخطيط

Planning is deciding in advance what to do. How to do, when to do and who is to do Plan.

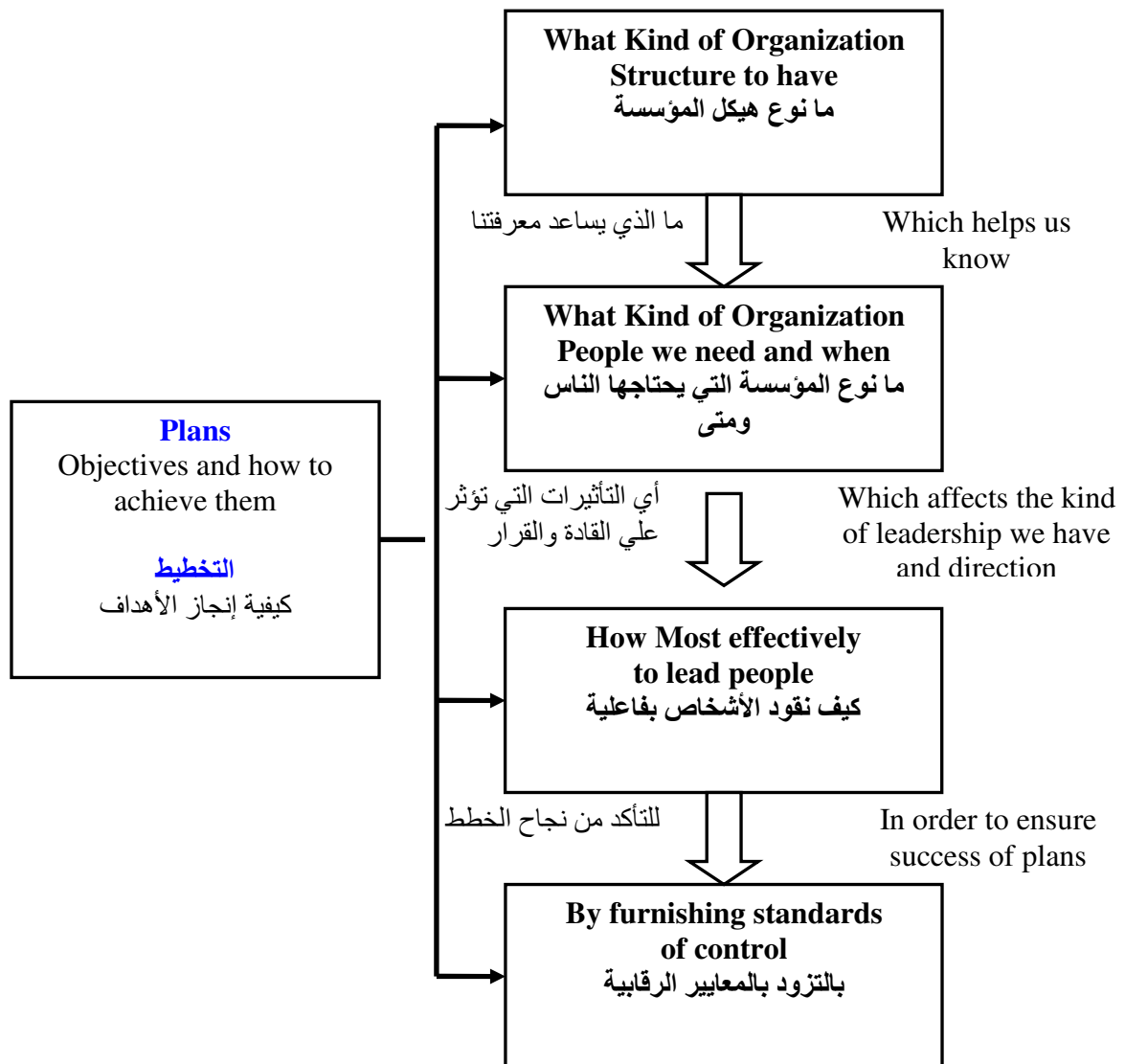


FIGURE 2.1 Planning Process
عمليات التخطيط

CHARACTERISTICS OF PLANNING

مميزات التخطيط

1. Planning is closely associated with the goals of the organization.
2. Planning is primarily concerned with the forecasting of future situation.
3. Involves the selection of the best among several alternatives.
4. Planning is comprehensive.
5. Planning is flexible as it is based on future conditions.

TYPES OF PLANS

أنواع التخطيط

- Individual plans
 - Component plans
1. *standing plans*.
 2. *single-use plans*.

OBJECTIVES

الأهداف

- Objectives are structured in a hierarchy in which the objectives of each unit contribute to the objectives of the next higher unit.
- The process of setting objectives is directed by management, and is the first step in planning.

POLICIES

السياسات

- Policies are general statements or understandings, which provide guidance in decision-making by subordinates.
- Policies are the part of a plan in the sense that they also aid in mapping out a course of action.

STRATEGIES

الاستراتيجيات

- Strategies are plans for bringing the organization from a given position to a desired position in future.
- Purposes and major policies and plans for achieving the goals.

PROCEDURES

الإجراءات

- A procedure includes how, when, and by whom of its tasks will take place, when it will take place.
- Time factor is important.

Policy and Procedures

السياسة و الإجراءات

- A procedure simply provides guidelines to the action.
- Policy, provides guidance for managerial thinking as well action.
- Policy is more flexible as compared to a procedure.

Characteristics of a Good Procedure

سمات الإجراء الجيد

1. **Based on facts:** And not guesses or wishes.
2. **Procedure as a system.**
3. **Well-balanced:** BALANCE BETWEEN stability and flexibility in the procedure.
4. **Updating procedures.**
5. **Minimum procedures:** They should be kept to the possible.

RULES

القوانين

- A rule is a specific guide for action, established authoritatively, and utilized in order to inform employees of conditions.
- The rule does not allow any deviation from stated course of action.
- A procedure can be looked upon as a sequence of rules-, a rule may or may not be a part of a procedure.
- Rule does not prescribe a time sequence for an action whereas procedure does so.
- Usually, rules are given more deliberately than orders.

METHODS

الطرق

- A method is a step of a procedure.
- Prescribed manner for performing a given task with adequate consecration to the objective, facilities available.
- A method is normally confined to one department.
- A method is more limited as compared to procedure.

Projects

المشروعات

- A project or programme, is a type of plan which can be bought.
- The project is a scheme for investing resources.

BUDGETS**الميزانيات**

- Budgets express organizational and departmental objectives in financial and non-financial quantities.
- Some important budgets are production, purchasing, materials, sales, advertising, personnel, cost, and capital outlay.

CORPORATE PLANNING**التخطيط التجاري (تخطيط الشركات)**

- Corporate planning is a process of determining the major objectives of an organization and the policies and strategies.
- That will govern the acquisition and use of resources to achieve those objectives.
- Corporate planning is concerned with changes in the overall shape of an organization.
- Corporate planning and long-range plans can be prepared for anything.

CHARACTERISTICS**المميزات (الخصائص)**

1. Corporate plan deals with formulation of objectives, plans, policies and strategies.
2. It deals with the future impact of current decisions.
3. It involves systematic identification of opportunities and threats arising out of the changing environment.
4. It provides an integrated framework within which the functional and departmental plans are formulated.

CORPORATE OBJECTIVES**أهداف التخطيط التجاري (تخطيط الشركات)**

1. Allocation of scarce resources.
2. Preparing the company to adapt to environmental opportunities and threats.
3. Coordinating strategic activities.
4. Preparing the company for Adaptation and integration.
5. Learn from the outcomes of past strategic decision to make better decisions in future.

IMPORTANCE OF CORPORATE PLANNING**أهمية التخطيط التجاري**

1. Encourages the habit of forward thinking.
2. Helps in attaining overall coordination among the various levels.
3. It creates a greater awareness of the business environment.
4. It enables the organization to anticipate technological changes.
5. lead to improvement in overall performance of the organization.

PROCESS OF CORPORATE PLANNING**عمليات التخطيط التجاري**

The process of corporate planning comprises the following steps:

- 1. Scanning the environment:** This involves scanning of environmental factors such as economic, social, cultural, political, legal and technical.
- 2. Making corporate appraisals:** This helps to identify the strength and weaknesses of the enterprise.
- 3. Determining of mission and objectives:** It starts with spelling out the business mission or the purpose that might be pursued in future.
- 4. Making strategies:** This involves choosing an appropriate strategy to attain the specified mission and objectives.
- 5. Developing of action plans:** After strategy making, corporate planning should be broken into policies, programmes, budgets etc. **It involves:**
 - a) Identification of jobs to be accomplished.
 - b) Determining the sequence of jobs and activities.
 - c) Drawing a schedule of operations.
 - d) Laying down procedures and method of work.
- 6. Implementing the strategy:** For implementation, corporate (or master) strategy should be translated into medium-range functional and short-range operational plans.

How STRATEGIC AND OPERATIONAL PLANS DIFFER**كيف تختلف الخطط الاستراتيجية و الخطط التشغيلية.**

- 1. Time horizon:** Strategic plans take several years or even decades. Operational plans, a year is often the relevant time period.

2. **Scope:** Strategic plans affect a wide range of organizational activities. Operational plans have a narrow and more limited scope.
3. **Degree of detail:** Strategic goals are stated in terms that look simplistic and generic. Operational plans, as derivatives of strategic plans are stated in relatively finer detail.

STRATEGIES AT DIFFERENT LEVELS

الاستراتيجيات في المستويات المختلفة

1. **Corporate strategy:** Strategic decisions relate to organization-wide policies as in the case of multi-divisional companies.
2. **Business level strategy:** It is the strategy to achieve the specific objectives of the strategic business unit. Product/market segment, or a well-defined set of customers or a geographic area.
 - In short, corporate strategy defines the business in which the company will compete and deploy its sources.
 - Business strategy determines how a company will compete in a given business and position itself among competitors.
3. **Functional level strategy:** The ultimate success of the SBU level strategy will depend, among other things, on the effectiveness with which it is translated into functional areas like marketing, finance, production, personnel research etc.