

# Chapter 4

## Planning



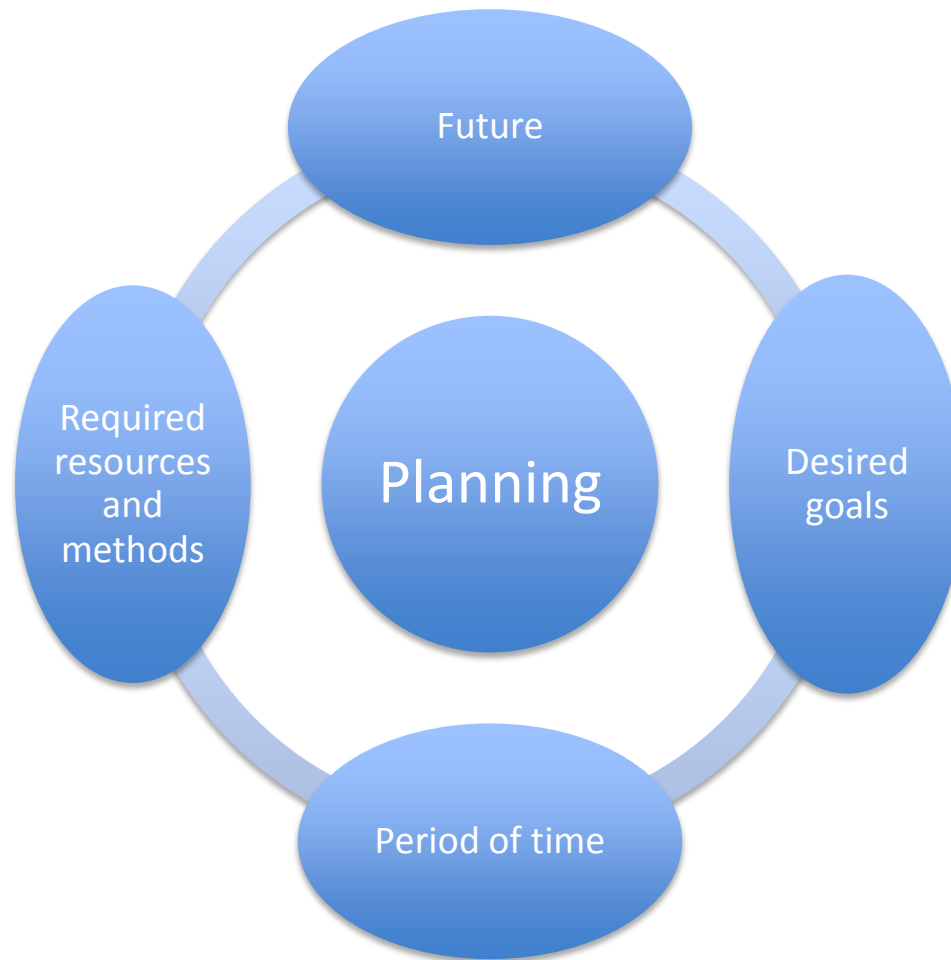
# The Definition of Planning

- Planning is one of the most important management and leadership functions in public organizations like other functions (e.g. organizing, budgeting, decision making and so on).
- Top management is responsible in designing the plan.

# The Definition of Planning

- ***Definition*** of planning:
  - It is a process that determines a set of assumptions about the situation in the future, then creates a plan showing the desired goals with methods that are required to reach goals in a specific period of time, with the needed resources used in the plan in order to achieve those goals.

# The Definition of Planning



# The Importance of Planning

- 1- Helping in determining the goals.
- 2- Determining the required financial and human resources to reach the goals.
- 3- Planning helps in coordinating the work between different departments as a basis of cooperation.
- 4- Planning will take the expected changes into account.
- 5- Planning helps to achieve the best investment in the organizations.

# Planning Responsibility

- Responsibilities of management levels in planning:
  - Top management level: designing policies and public purpose, determining required major goals.
  - Middle management level: translating the previous goals into the work programs, through distributing the tasks and duties into different departments to implement the work. Those departments and employees within departments are considered as lower levels.

# Planning Responsibility

- Therefore, all management levels should practice in some parts of planning, so, top management should not control the whole planning process and should share with different levels of organizations.

# Kinds of Planning

## 1- National Planning:

- Planning on the country level. Its purpose is to implement the development goals and achieve the entire community needs in different fields (economical, social, cultural etc.).

## 2- Regional Planning:

- Planning on the specific area of the country. Its purpose is to determine goals and programs that achieve the development within that area (e.g. population, agriculture, transportation planning, tourism areas etc.)



# Kinds of Planning

## 3- Local Planning:

- Usually focusing on one city or village. It is the planning on developing several services such as agriculture, industrials, health, or education in the city.

## 4- Planning in specific aspect:

- Focusing on specific aspect such as transportation, industrials. It does not include all services.

# Planning & Time

- Long-term planning:
  - It includes planning on a long range, between 10 to 20 years.
  - The reasons are some programs and projects may take many years to complete, and the outcomes may occur after a long period. (e.g. social and economical).
- Middle-term planning:
  - It may take 5 years. It usually uses for some parts of long-term plan.

# Planning & Time

- Short-term planning:
  - It is the planning for one financial year. In other words, usually short range plan associates with the country budget. The executive of the plan will begin with the beginning of the budget, and end with the ending of the budget.

# The Plan Preparation Stages

- The steps or stages of plan preparation may differ from organization to organization. These differences may happen because of
  - The nature of the goals.
  - The size and kind of the organization.
  - The time period in implementing the plan.
- In this chapter, we will focus on planning preparation stages as national planning stages.

# The Plan Preparation Stages

- There are four important stages in preparing the plan which are:

1- Preparation Stage.

2- Approval Stage.

3- Executive Stage.

4- Follow-up Stage.

# 1- Preparation Stage

- It includes six processes within the period of the plan preparation which are:
  - 1- Goals determination.
  - 2-Collecting and analyzing data and information.
  - 3- Putting assumptions about the situations in the future, specially in implementing the plan.

# 1- Preparation Stage

4- Putting plan alternatives and evaluating them.

5- Choosing the best alternative of the plan.

6- Determining the methods and resources to implement the goals. (e.g. Human and financial).

## 2- Approval Stage

- After finishing the previous stage, the plan will be ready to implement. However, this will not be implemented without getting approval or agreement from specific agencies that are responsible to provide the approval.



## 2- Approval Stage

- The giving of agreement comes from different levels based on the kind and level of the plan. The big national plans would be approved by the top level of the country. However, sub-plans would be approved from the ministers, or vice ministers.

## 3- Executive Stage

- After getting the official approval on the plan, the specific agency/agencies will implement the plan including the programs and activities.

## 4- Follow-up Stage

- It is important from the planners to make sure that the plan is working as planned and discover any deviations.
- When there are deviations on the plan, the planner needs to use the following methods:
  - 1- the basic plan review.
  - 2- executive process review.
  - 3- external conditions/circumstances

# Planning Obstacles

1- Inaccuracy in data or information.

2- workers tendencies.

- It may happen some negative tendencies from the employees/workers toward the plan on how to accept that plan or the importance of the plan.

3-invalidty in assumptions or forecasting.

# Planning Obstacles

4- Complex governmental regulations toward the plan.

- The government regulations may hinder the process of the plan and, therefore, the plan may not start working on time.

5- The reliance on external agencies to establish the plan.

# Planning Obstacles

6- the continuous changes.

- New technology or tools might be needed to include in the plan. Thus, this may cost time and money to include those changes into the plan.