Developing Plans for Attaining Goals

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Abstract: - An excellent example of Developing Plans for Attaining Goals is the culture program launched by TLN. Proceeding step by step to developing plans for attaining goals lead CEO of small company’s to develop strategic plans, tactical plans, operational plans and singel use plans which can grow a new company culture. Following the theoretical concepts and the steps for attaining goals throw developing plans can help small business to survive an economical crisis and even to grow. The action steps by which an organization intends to attain its strategic goals; tactical plans – Plans designed to help major strategic plans and to accomplish a specific part of the organization’s strategy; operational plans – Plans developed at the organization’s lower levels that specify action steps toward achieving operational goals and support tactical planning activities; single – use plans- Plans that are developed to achieve a set of objectives that are unlikely to be repeated in the future.

Key-Words: - strategic plans, developing plans, tactical plans.

1 Introduction
Defining organizational goals and objectives is the first step in the planning process. The second step – which is equally important – is to define plans for meeting objectives. Targets mean little if managers do not map out the path – ways to them. Managers often find the development of plans difficult. One study found that seven out of ten companies did not carry strategy formulation much beyond general statements of objectives. Managers found it difficult to specify how to reach future targets. Yet detailed planning is an important component of future performance. In developing plans for attaining goals, managers have several types of plans at their disposal, including strategic plans, tactical plans, operational plans, single-use plans, standing plans and contingency plans.

2 Several types of plans

2.1 Strategic Plans
Strategic planning tends to be long term and may define organizational action step from two to five years into the future. The purpose of the strategic plan is to turn organizational goals into realities over that time period. This objective are pursued through the following strategic plans: (1) allocate resources for the development of new, competitive products with high growth potential; (2) improve production methods to achieve higher output at lower costs; and (3) conduct research to develop alternative uses for current products and services. As example, a small company wanted to improve its market share from 15 to 20 percent over the next three years.

2.2 Tactical Plans
Tactical plans are designed to help execute major strategic plans and to accomplish a specific part of the company’s strategy. Tactical plans typically have a shorter time horizon than strategic plans - over next year or so. Tactical plans define what the major departments and organizational subunits will do to implement the overall strategic plan. Normally it is the middle manager’s job to take the broad strategic plan and identify specific tactical actions. New package of an new product to accommodate with a new market segment can be an important part of the tactical plan.

2.3 Operational Plans
Operational plans are developed at the lower levels of the organization to specify action steps toward achieving operational goals and to support tactical plans. The operational plan is the department manager’s tool for daily and weekly operations.
Objectives are stated in quantitative terms, and the department plan describes how objectives will be achieved. Operational planning specifies plans for supervisors, department managers, and individual employees. Schedules are an important component of operational planning. Schedules define precise time frames for the completion of each objective required for the organization’s tactical and strategic goals. Operational planning also must be coordinated with the budget, because resources must be allocated for desired activities.

2.4 Single Use Plans
Single use plans are developed to achieve a set of objectives that are not likely to be repeated in the future. Single-use plans typically include both programs and projects.

2.4.1. Program
A program is a complex set of objectives and plans for attaining an important, one-time organizational goal. The program is designed to carry out a major course of action for the organization. Programs are major undertakings, may take several years to complete, and often require the creation of separate organization. Programs are large in scope and may be associated with several projects.

2.4.2. Project
A project is also a set of objectives and plans designed to achieve a one-time goal but generally are smaller in scope and complexity than a program. It normally has a shorter time horizon and requires fewer resources. A project is often one part of a program. A specific project is defined for each major component of the overall program. Within business corporations, projects often are undertaken to perform a specific activity that is not part of the normal production process.

2.5. Standing Plans
Ongoing plans that are used as guidance for tasks performed repeatedly within the organization. Standing plans are ongoing plans that are used to provide guidance for tasks performed repeatedly within the organization. The major standing plans are organizational policies, procedures, and rules. These plans pertain to matters such as employee illness, absences, smoking, discipline, hiring, and dismissal.

2.6. Policies
A general statement based on the organization’s overall goals and strategic plans that provides directions for individuals within the company. A policy is a general guide to action. It is a general statement based on the organization’s overall goals and strategic plans that provides directions for people within the organization. It may define boundaries within which to make decisions. Many companies have adopted smoking policies. These range from restricting smoking in meeting rooms, receptions areas, offices areas, or cafeterias, all the way to dismissing employees unless they stop smoking totally.

2.7. Procedures
A specific series of steps to be used in achieving certain objectives; usually applies to individual jobs. A procedure, sometimes called a standard operating procedure, defines a precise series of steps to be used in achieving certain objectives. Procedures are very specific and typically apply to individual jobs. For example, in a hospital the nurse in the orthopedic ward must follow strict procedures when treating a patient with broken leg or one who has just had a surgery. These might include having the patient wiggle his or her toes and checking blood pressure and temperature every three hours. Procedures describe how to perform recurring tasks.

2.8. Rules
A statement describing how a specific action is to be performed. A rule describes how a specific action is to be performed. Rules often apply to specific settings, such as a no-smoking rule in areas of the plant where hazardous materials are stored. Rules and procedures play a similar role in organizations. Both are narrow in scope and prescribe desired activities. The key difference is that procedures normally describe a series of steps or activities, while rules pertain to one specific action. Standing plans are used often in large companies, but small businesses can use these management tools, also.

2.9. Contingency Plans
Are Plans that define company responses to specific situation such as emergencies or setbacks. **Contingency plans** define company responses to be taken in the case of emergencies or setbacks. To develop contingency plans, planners identify uncontrollable factors, such as recession, inflation, technological developments, or safety accidents. To minimize the impact of these potential factors, a planning team can forecast the worst-case scenarios. For example, if sales fall 20 percent and prices drop 8 percent, what will the company do? Contingency plans can then be defined for possible layoffs, emergency budgets, and sales efforts.

Contingency planning was used at Shell for dealing with a potential drop in oil prices that could be catastrophic.

### 3 Developing Plans at S.C. TLN srl Brasov

S.C. TLN SRL Brasov is said to have “the best little handbook in Brasov”. Although many small-business owners dismiss employee handbook as bureaucratic gibberish, founder and CEO TLN company believes the handbook is a tool for showing people how the business works. The handbook compiles important policies, procedures, rules, and philosophy. After his business grew to more than 10 employees, he found that a frequently updated handbook could substitute for frequent meetings with each employee. There are sections on the company’s history and plans for expansion. There is a mission statement that underlined the importance of customer satisfaction. The handbook describes how employees are considered “team members” who must be given the opportunity for personal growth. Company rules and procedures are included, and so are explanations of what lies behind them. For example, employees are not allowed to park in store parking lots, because parking is scarce. The dress code explains the need not to shock or put off customers. The one of the handbook is warm and engaging and need for standing plans.

### 4 Conclusions

An excellent example of Developing Plans for Attaining Goals is the culture program launched by TLN. This program had four fundamental objectives:

1. The highest standards of conduct for all employees
2. Superior performance as an economic unit, with emphasis on product quality
3. High-quality internal operations, with emphasis on employees and the quality of work life
4. Continued expansion of social contributions and community involvement by employees and company units

These objectives were followed up with specific plans that helped make the culture program a success. The strategy included action plans for product design, organizational innovation, capital expenditures, job design, and productivity workshops for all employees. These action steps helped implement the new culture values within the organization. A further step was appointing a vice-president for productivity, but this position was eliminated once the program succeeded and the employees adopted the new values. The formal culture program was disbanded.

References: