Contemporary Issues in Planning

Chris Mweemba

Approaches to Planning

- How an organization plans can best be understood by looking at who does the planning

- Various approaches to planning determine the success of implementation

Approaches to Planning

- **Top-Down Planning Approaches;**

  - Planning is done entirely by top-level managers who often are assisted by a formal planning department

  - Plans developed by top-level managers flow down through other organizational levels

Approaches to Planning

- **Bottom-Up Approaches**;
  - Involves more members in the process

  - Plans developed by members at the various levels to meet their specific needs.

  - Members meet to make plans based on current needs

  - Targets set and progress is tracked against those targets

  - Recovery" plans if team fails to meet targets to try and get back on schedule.

Approaches to Planning

- **Bottom-Up Approaches**;

  - Members are more actively involved in planning

  - Members see that the plans are more than just something written down on paper

Contemporary Issues in Planning

- The external environment is continually changing

- Social networking

- Identify problems in an instant and react quickly

How Can Managers Plan Effectively in Dynamic Environments?

- Uncertain environment affect planning and implementation

- Developing specific but flexible plans
  - Destination may change and plans should be flexible to changes, e.eg. COVID-19

- Planning an ongoing process

- Formal planning to be done despite uncertainties

How Can Managers Plan Effectively in Dynamic Environments?

- Allowing more bottom-up planning to efficiency and implementation outcomes

- Members to be trained in setting goals and planning

- Members should be on the front-line

Environmental Scanning in Planning

- Environmental scanning can improve the analysis of the external environment

- Screening to detect emerging trends

- Identifying future opportunities and challenges

Environmental Scanning in Planning

- **Competitor intelligence**

  - Information on competitors

  - Information on competing needs

  - Monitoring potential opportunities and challenges

  - Proactively engaging certain interest groups

  - Internet, social media, newspapers etc.

Methods of Project Appraisal

- Delivery of interventions is usually inefficient and ineffective

- Project appraisal helps in reducing the cost of interventions
  - Improves efficiency, effectiveness and enhanced quality

- Improves the likelihood of interventions achieving the desired results

- Project appraisal used to evaluate and select among alternative programs or interventions

Project Appraisal Methods

- Two broad categories of project appraisal methods

  - Quantitative (financial)

  - Qualitative

Project Appraisal Methods

- **Quantitative Methods**

  - Cost Benefit Analysis

    - Evaluating the anticipated costs and benefits of investing in a project

  - The intervention is preferred if benefits exceed costs

  - Cost-effectiveness Analysis

Project Appraisal Methods

- **Quantitative Methods**

  - Budgetary constraint
    - Interventions that fit within the available budget

  - Net Present Value (NPV)
    - Comparing the value of projects occurring at different times

  - The payback approach
    - The time it takes to recover the initial investment

Project Appraisal Methods

- **Qualitative Methods**

  - The use of non quantifiable attributes to appraise projects

    - Instinct
    - Past experience
    - Top management support
    - etc..

Project Appraisal Methods

- Instincts
  - Using feelings to decide on the intervention to implement

- Past experience
  - Interventions implanted in the past create a framework for future interventions

- Top management support
  - The decision on an intervention to implement require strong support from managers or policy makers