CHAPTER 1
PLANNING

“Planning means deciding in advance what is to be done, when it is to be done, where it is to be done, how it is to be done and who are all the persons responsible for achieving it”¹. Planning bridges the gap from where we are to where we want to go.

✧ Planning is the primary function of management and all other functions follow planning.

✧ Planning is goal oriented and it is a means towards accomplishment of objectives.

✧ Planning done by the top-level management is called corporate planning.

✧ Planning done by the middle level management is called tactical planning.

✧ Planning done at lower levels is called operational planning.

✧ Planning is an intellectual process requiring imagination, foresight and judgement. Planning is forward looking and is a continuous process.

✧ Planning is done for the future and the future is uncertain. Therefore certain assumptions are made about the future on the basis of which plans are prepared. These assumptions are called planning premises. As the premises changes new plans have to be prepared and the old ones revised.

✧ Planning is essentially decision making – choosing among the alternative courses of action. There is no need for planning if there is only one way of doing something.

There are various techniques of decision-making.

➢ Brain Storming

➢ Gordon’s Techniques (Synectics)
Attribute listing
Delphi technique
Nominal Group technique
Mathematical technique (using operational research)
For e.g. Game theory
Linear programming
Queuing theory
Simulation
Replacement theory
Probability theory
Network analysis

STEPS IN PLANNING

Analysis of the environment:
The Environment must be analysed to find out the strength, weakness, opportunity and threats (SWOT Analysis).

Establishing objectives:
The planning process begins with the establishing of the objectives. They indicate the purpose for which the organization is being formed. Peter Drucker has identified eight key areas in which objectives must be established.

KEY RESULT AREAS
1. Market standing
2. Innovation
3. Profitability
4. Productivity  
5. Physical and financial resources  
6. Manager performance and development  
7. Worker performance and attitudes  
8. Public and social responsibility  

**Developing Planning Premises:**  
Planning is done for the future, which is uncertain. Therefore certain assumptions are made about the future environment. They are known as planning premises.

Premises are of two types  
1. Internal  
2. External  

Internal premises refers to the resources of the organization – Capital investment, labour skills and technology.

External premises refer to the external environment of the organization – government, competitors and suppliers

**Development of Alternatives:**  
The next step in the planning process is to develop various alternative ways and means, by which the objectives can be achieved keeping in view the critical or limiting factors.

**Evaluation of Alternatives:**  
The various alternatives must be evaluated in terms of cost and benefit.
Selecting the best alternative:

The best alternative is selected as the plan.

Formulate derivative plans:

The final stage in planning is to develop secondary-plans in order to give effect to and support the basic plan.

Types of Plans

Planning is a process and plan is an outcome of the process. Plans can be briefly classified into:

1. Standing or Multipurpose Plans
2. Single or Adhoc Plans

1. Standing Plans are long term in nature and can be used in situations of similar nature. They are:
   - Mission: It represents the overall philosophy of the organization.
   - Objectives: Objectives are the purpose for which an organization is set-up and created. They are the goals established to guide the efforts of the company and each of its components.
   - Strategies: They are prepared for meeting the challenges posed by the activities of competitors and other environmental forces.

Strategies provide answers to the following questions:

- What business are we in?
- What should be our business?
- Who are our customers?
- What do they buy and why?
> Policies: They provide guidelines for decision-making. They define the areas or limits with which the decisions can be made.

> Procedures: It is a chronological sequence of steps to be undertaken to enforce a policy and achieve an objective.

> Rules are prescribed guidelines for conduct and action.

2. **Single Use Plans:**

They are prepared to fit specific situations and are non-recurring in nature. Programmes, budget, schedules, projects and methods are examples of single use plans. An important contribution of Peter Drucker in the area of Planning is Management by Objectives (MBO).

It is basically a process in which a superior and subordinate jointly identify the subordinates performance goals in terms of results expected and then employ these steps in managing the organization and evaluating the subordinates performance. MBO provides a basis for evaluating a person's performance since the superiors set goals jointly with subordinates. By setting specific objectives, MBO allows a person to better control their performance. Valmiki's Ramayana contains abundant examples of how planning was practiced. All concepts involved in planning were in existence right from times immemorial.

Synergy $2+2 = 5$ or $1+1 = 11$

The whole is greater than the sum of the individual parts for example:

Advertising and sales promotion will bring better results than by using only one of them.

Mission is a central guiding concept, the reason for existence of an organization.

The very mission of Rama was to destroy Ravana. Lord Narayana was born as a man in the house of Dasaratha with the sole aim of destroying Ravana. To assist Lord Narayana in this mission, other Devas were born as monkeys, as Ravana had failed to ask immunity from hands of men and monkeys. The planning of Ashwamedha Yaga by king Dasaratha is a fine
example to show that the modern management be found in Valmiki Ramayana itself. Planning means deciding in advance what to do?, how
to do?, when to do?, and who is to do? The famous Rishi Sanath Kumar
had already decided in the presence of several Rishi that Rama was to be
born in the house of Dasharatha. Sanath Kumar had indicated that the
Ashwamedha Yaga would be presided by Sage Rishya Shringa the son of
Vibhandakha. This aspect was remindered by Sumantara to Dasaratha the
moment Dasaratha decided to conduct the yaga. Sumantara was one of
the eight ministers in the court of Dasaratha. He was an expert in the art
of advising the king on matters of importance. A yaga in those days is
similar to our present day conferences and exhibitions. A great deal of
planning is involved before concluding the yaga. Planning consist of how
to do. A yaga to be completed successfully required a great amount of
intellectual work. The location and construction of the platform had to be
attended to in detail strictly according to prescribed rules. Expert opinions
had to be sought in arranging the things. Each yaga had a definite
objective to be achieved. For example King Dasaratha's horse sacrifice
culminated as Putra Kameshti Yagnya or the sacrifice performed for
progeny.

Planning was done very carefully by King Dasaratha. It was decided to
construct the Yagnya sala on the northern side of the river Sarayu. King
Dasaratha instructed the ministers to take expert advice and opinion of all
his acharyas – Vashishta, Vamadeva, Suyagna, Jabali and Kashyapa.
Dasaratha was very particular that his ministers must follow the expert
guidance of the Rishis. Planning means deciding in advance when the
jobs are to be done. As suggested by the sage Rishya Shringa, the
season vasantha was the perfect time for the beginning of yajna. The
season passed quickly and once again came vasantha. The yagnya was
performed without any fault. This can be attributed to the excellent
planning of King Dasaratha. The modern conference, seminars, and
exhibitions are attended by many people from all levels of management.
Similarly the invitees for a yagnya included many kings of the day.
Arrangements had to be made for accommodating the thousands of
people who attended the yagnya. This means the building of a new camp
city and providing hospitality and entertainment to the invitees consisting
of Kings Sages and other people. Timing is very important in planning.
The Putra Kameshti Yagnya began at an auspicious moment. This
resulted in the successful completion of yaga. There are different
techniques of decision making like the expert opinion or Delphi method,
brain storming etc. All these can be found in Valmiki’s Ramayana.

Under brain storming a group of persons is given a problem and they are
calculated to suggest whatever solution come to their mind. The
suggestions are free and uninhibited. Criticism is prohibited and the
members are allowed to generate as many alternatives as they can.
Some of the ideas may be crazy and impracticable. But very often,
creative ideas emerge. By removing the inhibition of participants their
imagination is free to think new. All the ideas are then scrutinized. The
south bound vanaras in search of Sita were highly dejected. They were
not able to find Sita within the time allotted to them. They were on the
shores of the Sea called “Mahodadi”. Angada presided over a council and
asked each one of them their respective opinions. Opinions were given by
Angada, Tara and Hanuman. Brain storming techniques can be compared
to this incident in Valmiki’s Ramayana. Angada came out with the opinion
that since he had failed in his mission Sugreeva will meet out the capital
punishment to him. Angada believed that Sugreeva did not like him and
therefore he preferred to commit

PRAYO PAVESHA himself rather than face death at the hands of King
Sugreeva. Angada was afraid that he would be punished and therefore
preferred to commit PRAYO PAVESHA. One of the leaders called Tara,
suggested that instead of giving way to despair, the entire vanara team
should go back to Rikshabila and spend a happy time in the cave
permanently. Maya the architect of asuras and the father of Mandodhari
had designed it and there was enough food in the cave to last for a
lifetime.
Hanuman who was an expert in the art of communication did not like the suggestion given by Tara. Of the four ways of influencing people namely Sama⁵, Dana⁶, Bhedha⁷, Dhanda⁸ Hanuman decided to use the third one Bhedha. Hanuman suggested that some of the vanaras with them who were loyal to their king might not agree to the idea of Tara. He therefore felt that Tara’s suggestion might not work out. The great Hanuman suggested that a weak opponent should never try to fight with the enemy who is stronger than him. The modern day strategy adopted by businessmen can be compared to this idea given by Hanuman. Hanuman was of the opinion that Laxmana will be able to enter Rikshabila and destroy everyone. Hanuman therefore suggested that the south bound vanaras should return to Kishkinda and pray for mercy from Sugreeva.

In the Yuddha Kandam, when Vibishina had abandoned Ravana and surrendered himself to Rama, Sugreeva and other vanaras were afraid of Vibishina’s intention in coming to meet Rama. Rama invited the opinions of various chiefs on this issue before coming to a decision. This is equal to the modern decision making techniques like brainstorming.

Sugreeva was of the opinion that Vibishina had come as a spy on behalf of Ravana. He therefore suggested that Rama should punish Vibishina. Angada suggested that they should weigh the Evil and Good, which may follow by taking Vibishina on their side. This is similar to the modern management concept of Cost–Benefit Analysis. Sarabha another monkey expert submitted that detectives must be engaged to probe in to the demons motif. On the basis of these findings the decision must be taken. Jambavan who was well versed in the lore of sacred books suggested that Vibishina had come at a wrong time for seeking friend ship and therefore his arrival should be viewed with suspicion. Mainda, an expert in polity suggested that the words that Vibishina spoke about Ravana should be tactfully elicited from Vibishina. On this basis of data collected, a decision can be taken. Hanuman an expert in communication and human relations came out with a meaningful suggestion. Hanuman was of the opinion that Vibishina had come to Rama only after great deliberation and thinking.
Vibishina had abandoned a sinner and was seeking refuge at the feet of a noble person like Rama. Hanuman indicated that he had already met Vibishina in Lanka at the Court of Ravana where Vibishina acted in a wise and just manner. Hanuman felt that Rama should accept Vibishina. Finally Rama came to the decision that he will accept Vibishina. According to Rama he would give shelter to any person who approaches him with genuine affection even if the other person were his enemy.  

**Synergy**

The concept of synergy is very much present in Valmiki's Ramayana. The friendship forged between Sugreeva and Rama is a case in point.

Rama and Sugreeva both had their own problems, which could not be solved by them individually. Though both of them were highly efficient, courageous and well read, they needed the help of each other in solving their individual problems. The person responsible for forging the friendship was Kabandha alias Dhanu. Because of a curse, Dhanu a celestial became terrible Rakshasas by name Kabandha. Rama cutting off the hands of Kabandha and cremating him released him from the curse and he once again regains his celestial form. Rama helped Sugreeva regain his wife Ruma and lost kingdom by killing Vaali. In turn Sugreeva helped Rama in winning the war against Ravana. Monkeys were sent all round the world in search of Sita. The bridge was built by his vanaras in amazing period of five days. The war was fought successfully with the help of Sugreeva. In the Sundara Kandam the vanaras returned successfully on discovering Sita and had destroyed Sugreeva's favourite Madhuvana to enjoy themselves, when Sugreeva comes to know about this, he mentions that the team would have met with success as Jambavan and Angada were very good in planning and organizing. Sugreeva mentions "nothing which Jambavan has planned has ever gone wrong."
Notes and References

1. Planning Management and Organisation – C.B.Gupta, Part 2, Chapter 1, Page 2.3,
3. Yaga – Sacrifice, a religious ceremony accompanied by oblations
4. Prayo Pravesh – A kind of self immolation by denying oneself food and even water. Kshatriyas are not allowed to undergo prayo pravesha.
5. Sama – Peaceful approach to enemy, negotiation.
6. Daana – Gift, bribing of enemy
7. Bhedha – Diplomacy of playing one against the other in the enemy camp.
8. Danda – Physical punishment, forces used in meeting the Enemies Tactics.