# SS654 – Policy, Management, and Organization

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# **Answer no 2.**

For any business to be successful in any industry it needs to use the terms strategic management and strategic planning but before their use, it is more important for an organization to know the difference among them and the techniques to use both of them. when it comes to the formulation of business strategy, two schools of thought mainly exist which are strategic management and strategic planning. Both of them seem to be similar but they are different with unique techniques and methods. Strategic planning is the first phase of the strategic management process. A strategic plan of an organization comprises of its vision, mission, financial and operational objectives, summary of needed resources and their allocation (Smith 2013). They are the ones which inform with expected action of the company. On the other hand, strategic management is the yearly cycle of planning and implementation of the strategic plan. In this, it is determined whether a strategic plan is going side by side through benchmarking against the KPIs or metrics of the organization. Further in the essay, similarities and differences among both of these terms will be assessed and an example of one voluntary organization will be taken in which the strategic development of the company will be assessed critically.

## **Strategic planning**

It is a process of analyzing a business environment by developing a strategic plan to formulate its vision and mission statement and its objectives. It also includes the process of providing a strength to operations and setting the priorities in the plan. strategic planning of an organization leads to decisions that explain what an organization serves its customers, how it performs its daily activities, and how it is going to measure the success (Bryson 2018). The organization used a particular strategic planning process to measure whether their plan is effectively running or not, Organizations can build their strategic plan in three steps. The first one is to develop the mission and vision statement which focuses on the future of the company and its goals which are to be achieved. The second step in strategic planning is to define the financial and strategic objectives while the third step in strategic planning is to perform the internal and external analysis of an organization.

## **Strategic management**

Strategic management is a process of implementation of a strategic plan in which the external and internal environment, vision and mission statement, its objectives and goals were identified. The process of management of strategies aims to achieve a competitive advantage and to get the dominating position in the market. In strategic management, an organization deals with the process of designing, implementing, analyzing, and controlling the strategies and it all begins with a strategic plan (Ansoff et al.2018). Strategic management maintains the side to side alignment of the organizational activities and resources with the strategic plan.

## **Similarities among strategic planning and strategic management**

There are a lot of similarities between strategic planning and strategic management. Both of these approaches have a goal of developing a strong and competitive firm. Both work for the future welfare of an organization in which the planning defines the objectives and goals of the company and in strategic management some managerial tools are used by managers to achieve those goals and objectives. Moreover, both of these approaches are used in organizations to increase the performance and output on the whole (Dabid et al.2013). An organization cannot achieve its goals if there is no plan and no plan can be executed well if there is no management of the strategies. Thus, both of these operate side by side and depend on each other. A strategic plan and strategic management are used to identify the strengths and weaknesses of an organization and help them to position themselves in the market. Most successful companies in the world use strategic planning and strategic management to take their companies towards success and to achieve a competitive advantage.

## **Differences between strategic planning and strategic management**

Although strategic planning and management are closely related to each other but to some level, there are important differences among them. Strategic planning is effective when the goals and objectives of the organization are known and its future is predictable (Cassidy 2015). While when the future of the company is unknown then strategic management is more successful. Strategic planning is more focused on the formulation of optimal strategic decisions but the management of strategies focuses on results based on new products, markets, and technologies. Thus it is clear that the difference among both is the fine line between the decision or plan and the results. Another major difference between both of these organizational approaches is that strategic planning is an analytical activity as it is related to thinking i.e. thinking how the organization will accomplish the organizational goals and objectives. On the other hand, strategic management is an action-oriented activity that explains the ways and measures of acting upon the strategic plan (Hill et al.2014). Strategic planning only covers the planning of actions to be taken in the organization while strategic management covers the identification of actions to be taken, people who will involve in the accomplishment of goals, the time, and the ways to perform those actions. The specialized strategic planners in the organizations are responsible for the plan development after the consultation with managers, directors, and other employees. In strategic management, only managers are responsible for formulating the strategy of the firm. Managers have less power in the strategic planning and they are bound to the strategic plan and have to manage it successfully in the phase of strategic management. The scope of strategic management is broad as it involves the both identification and implementation of the strategies mentioned in the plan. Contrary to this, the strategic plan all about setting the goals and objectives of an organization and then the development of actions to be taken thus its scope is smaller (Dibrell et al.2014).

## **Strategic development in Cancer Research UK**

A voluntary organization is taken to understand the concept of strategic planning and strategic management. Cancer Research UK is a cancer research and awareness charity organization based in the United Kingdom. This organization was founded on the 4th of February, 2002 and they aim to beat the cancer together (Dawson et al.2013). According to the reports, it is the world's largest cancer research charity which researches for prevention, diagnosis, and treatment of cancer. The processes of strategic planning and management are carried on this organization effectively. According to the strategic plan, the mission statement of Cancer Research UK is to make discoveries that can help the world to beat cancer and to ensure that there are the least deaths that took place in the world due to cancer. This voluntary organization claims that they undertake the world-class research to improve the results of people with cancer and they are committed to spreading positivity and attracts the best minds towards them and create a sustainable culture for both the activities to be performed and the staff of the organization. According to the organization their strategic development comprises of three major strategies which are, research, learning, and teaching, and operations. In the strategy of research, the organization formulates its strategies to overcome the challenges raised the scientific complexity and evolution related to cancer (Rampling et al.2016). The next strategy is about providing the education and training to the public and the next generations of cancer researchers. The operational strategy of Cancer Research UK is about the factors which provide the support to the aims of their research, learning, and teaching. In the end, these strategies which are identified in the strategic planning phase are managed in the strategic management phase by the manager of Cancer Research UK in which these activities are tracked and performance is measured. Critically, it is shown how the strategic plan is formulated in Cancer Research UK, and then the strategic management is carried on effectively by the managers of the organization.

It is concluded that both strategic planning and strategic management are both different and similar to some extent but it is obvious that both of these approaches are used to achieve the long-term goals of a business. Strategic planning is used to identify the direction of an organization while the strategic management is an overall process of achieving that direction which goes from planning to executing. To accomplish the long-term goals of the organization it is important to manage the strategies, project, and lifecycle of the strategic plan. Moreover, both of these approaches are followed by organizations to carry on the successful operations and to accomplish the organizational objectives and goals. The example of one voluntary organization is also taken to understand the concept of strategic planning and management in real terms. Strategic planning is more effective when the environment of an organization is stable and the future is predicted in terms of organizational goals while strategic management is mostly carried on when the future of an organization is unknown and the top management wants to manage the operations and activities to give long-term benefit and competitive advantage to the organization.

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# **Answer no 5.**

Public sector organizations are those which are owned and run by the government of an area that tends to provide the services to its citizens. On the other hand, voluntary organizations are the ones that are run by volunteers who do work for the benefit of the public (Osborne 2018). Both these types of organizations are related to each other and run almost the same sort of operations within them. Managers in these organizations play an important role in formulating a healthy organizational culture and structure. The change management is also an important part of these organizations where the structure or the culture of organizations needed a change for better operations. For this, managers are one who study the change and implement it after looking for all the change driving and resisting forces. Change can be a challenge for a manager to bring in the public sector of voluntary organization but it is not impossible. Some difficulties regarding the employees who resist the change and other factors may cause a change to stop or delay. Further in the essay, an example of a public sector organization will be taken through which it will be explained how a manager of a public service organization can change the structure and culture of an organization.

## **Role of manager in organizational change**

As the public service organizations and voluntary organizations both work for the benefit of the public by providing the best of products or services to the citizens through which they can get their necessities of life to fulfill. For this purpose, these organizations may go through the process of outsourcing in which these organizations engage with private sector organizations to deliver the goods and services to the public (Petrou et al.2018). These operations are looked after by the manager which plays an important role in all the processes regarding the change and reaching out to other companies. Managers in public service and voluntary organizations can change the structure and culture of an organization. Managers and supervisors are present in these organizations that build a healthy and communicative relationship with the employees. The manager takes their part in influencing others in the organizations towards the need and implementation of change. However, planning a change and change management are the tasks in public and voluntary organizations which often faces a lot of hindrance and difficulties on their ways. This is because the public service organizations comprise most of the employees of the older age group who does not want a change. After all, they are used to with already existing environment of an organization and in voluntary organizations, change is difficult for a manager to implement because it is a huge risk that needs to be taken after taking a lot of measures (Barton et al.2013). However, managers in public service organizations can implement a change.

## **Change in organizational culture and structure**

Change in the public sector organization often consists of resolving the conflicting interests and negotiating the interest with each other. It is said that implementing a change in the public service organization and voluntary organization is not much complex and difficult. All they need for a manager is to take proper measures and formulate appropriate strategies towards the change. Planning a change and its management is the most important part of implementing change which is done by a manager or a supervisor in these organizations. First of all, it should be understood that the organizational change in the structure and culture of public service and voluntary organizations are not brought to maximize the shareholder wealth but in fact, they run and change for the welfare of the public (Anderson 2019). Thus, the change on the first hand can be implemented by a manager in a form of improved performance and efficiency. For this, a manager needs to be efficient and smart first so that he can communicate a new effective operation of a strategy to his peers. A manager can change the organization if he formulates a road map which comprises of the steps which are necessary to be taken for going from here to there. a manager needs to keep the organizational objective and vision in mind and then he should create a road map towards the change. Manager in public service organization working to develop a road map that contains the performance objectives, setting priorities, and rolling out the change.

In the public service organizations and voluntary organization, it will be possible to change the organizational structure and culture if the manager ensure an employee involvement in the company. The manager presents a problem due to which a change is needed in the organization to make it more responsive and operational and then ask the employees for suggestions and recommendations towards change management plans (Vakola 2013). This method towards change does not always succeed as a lot of employees in the public sector are those which oppose the change. For this, a manager plays an important role in building internal support for the change and overcome the resistance. A manager can persuade, criticize, reward, induce, bargain, and guarantee the change in this case to the resisting employees. To bring a successful change in public service and voluntary organization, the manager needs to stick to the top-management support and commitment and provide enough resources to the organization which makes it able to absorb the change effectively.

## **Difficulties faced by the manager to bring the change**

Being a manager in public service or voluntary organization, bringing a change in the structure or culture of an organization can be a challenge. As these organization does not aim to grow but to work for the public benefit. This is why change is not always acceptable. Some major difficulties managers of these organizations can encounter are lack of effective communication strategy in which management is not able to communicate the change well to other employees. Another major problem in public sector organizations is the inability of accepting the change. This is when the employees are happy and satisfied with a single operation and fear the change and due to this, they resist the change. When management itself is not effective, the change in the organizational culture or the structure is very difficult. The manager has itself a job of managing people in the organization along with other operations and changes. Thus, a manager needs to engage people so that a successful change can be implemented in an organization. A manager himself has to act as a change agent who has the leadership qualities and can easily plan and manage a change within an organization (Benn et al.2014).

## **Example of change in ICBC**

ICBC or Industrial and Commercial Bank of China is a public service organization that is the largest bank of the world in terms of its total assets. According to the world market capitalization report in 2017, this bank is declared as the most valuable bank of the time. This public organization is owned by the government of China and was founded in 1984 (Chen et al. 2017). This bank has been encountering a lot of accomplishments as the performance and change management is reported to be quite effective and efficient in this organization. credit cards and private equity was already pursued in this organization and in recent years a change took place in ICBC in which the manager of this bank played an important role to persuade the employees and other official staff towards the implementation of a change which was referred as introducing the strategy of mortgage loans. It was a better situation than now much employees in the organization resisted the change and most of them encouraged it. Another most important accomplishment of ICBC's manager was that he always looked for better communication in which he could engage most of the employees as he knew that a positive change is always a result of teamwork and mutual understanding. Later on, mortgage loans were introduced ICBC and this change is not a smaller one. This change brought a lot of benefit to the public or china as well as the economic benefits were also received to both the public service organization and the government of China itself (Huang et al.2013).

It is concluded that change is not that challenging and impossible in the public service or voluntary organizations. However, public sector change can be more difficult as compared to those of the private sector but if the change management is efficient and effective, a manager can successfully bring a change to a structure and later on the culture of organizations. Some challenges and difficulties are also faced by managers to bring a successful change in public service and voluntary organizations but these challenges can be overcome with some useful approached and strategies. Above, an example of a public service organization was also taken in which the change was explained and how the manager of that organization managed to implement a successful change of mortgage loans in the bank of China and what sort of challenges their manager had to face throughout the change period.

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# **Answer no 7.**

For any organization, there are some defined set of goals and known objectives keeping the short and long-term goals in mind. The management of the organization sets the strategies after proper planning and then those strategies are managed to accomplish those organizational goals. Organizational performance management is a part of strategic management which is the method of making sure that resources of the organization are being utilized in the right place to accomplish the organizational goals or not (Mone et al.2018). Effective performance management is essential for businesses that play an important role to align the operations in the organizations. Every organization needs a performance monitoring system which measures the progress of the company and identify when any operation needs a change and when the process is not working well. There are some strengths and weaknesses of performance management in organizations also which often provide the company with benefits or a loss in terms of economy or competitive advantage. Those strengths and weaknesses will be assessed later in the essay. Moreover, an organization will be taken the analysis will be carried based on its methods of managing the performance, the setting or performance, and how the organization assesses the achievement of particular performance targets.

Performance management in an organization is all about changing the goals into results. The main focus of the performance management is towards the employees in an organization, the team, program, processes, and the organization on the whole. It is a sort of organizational framework which provides the plan for developing, managing, and improving the performance of an employee (Dooren et al.2015). There are different methods and phases of performance management in an organization which firstly include the process of training and development of employees in which they are encouraged through coaching sessions about the expectations and performance standards. When an organization can work on the development of its employees and the alignment of its long-term goals, it can create an effective environment that leads the company to grow. Thus it is clear that performance management is a system in an organization that is followed to measure and improve the performance of the employee. The targets and standards of performance are calculated in an organization and at the end of every milestone which can be monthly or yearly achieved targets are assessed. Performance management is very important in an organization as it helps the manager to effectively lead their employees when they know about the defined role, individual strengths and weaknesses of employees, provision of feedback and reward system to the positive behavior. Some known performance management tools which are widely used in organizations are, performance appraisals, Key performance indicators (KPIs) and metrics, 360-degree feedback, reward and recognition programs, personal development plans, and more (Ahmed et al.2016).

## **Performance management in Feed the Children, USA**

Feed the children is a public and voluntary service organization which comes under the top 15 welfare organizations in the USA. This organization is working to end childhood hunger. Feed the children, USA was founded in 1979 and now they are connecting with donors, partners, leaders, and communities to solve the problems related to child hunger(Po et al.2016). The employees in these organizations are much empowered and are quite ambitious towards the accomplishment of organizational goals and to improve their performance. The vision statement of this organization states that they are striving towards the establishment of a world where no child goes to bed hungry. And their mission is to provide hope and resources for those without the life essentials.

Now as far as the methods of performance management and achievement of performance target is concerned, the performance management in these public and voluntary organizations are bit complicated as compared to the commercial organizations. The organization believes that it cannot grow unless it uses the proper performance measures and the targets to evaluate all the aspects of the activities carried on in Feed the Children organization. First of all, the objective of the activities are assessed based on a mission statement, and later on, the targets are set for each objective. The manager of this organization, explains the entire curriculum to his employees where the variances between the actual performance and the targets are discussed. The highly used method of performance management in this organization is to focus on the detailed planning and making the use of quantifiable targets (Buckingham et al. 2015). Two performance management methods or tools used by this public service organization are, Key performance indicators (KPIs) and metrics while the second one is Personal development plans (PDP).

## **Key performance indicators (KPIs) and metrics**

The KPIs and metrics are used by this organization to measure how well and accurately the company and its projects are performing concerning its goals and objectives. The KPIs produced by Feed the children are well able to give a clear picture of the current level of its performance and to assess the achievements of its targets (Kerzner 2017). Through this, the organization gets to know whether they are at the position where they are needed to be.

## **Personal development plans (PDP)**

The organization feeds the children believe that this method of performance management is most effective and useful to measure the performance of its employees. In this technique, the reflection and awareness of an individual's needs and performance are assured future goals of the company (Waal 2013). This organization is working towards the training and development of its staff members and employees so that they are much empowered to work for the organization's growth and the children.

## **Strengths of performance management**

Performance management in an organization has the most important milestone which an organization wants to achieve if it wants to grow and to keep its employees empowered towards better performance. Some major strengths of performance management as a management approach are that it provides consistency which means that the right person for the right task is allocated through management and time is not wasted over the wrong task. Through performance management, the employees are more motivated and strive hard towards focusing on the targets they have to achieve. When the performance of employees is managed their morale gets high which leads them to be more loyal, truthful to the company. As a result, the overall environment of the workplace becomes pleasant and employees start to give more output in lesser time. Another strength of performance management in the organization is that through this the employees who need more improvement and training are spotted (Dubreuil et al.2014). Thus, the company focuses on employees more so that he or she can work efficiently in the future. The management of the performance in an organization help to find out the employees not interested to work or the ones who do not show their commitment to organizational goals and objectives. An organization finds it easy to fire such employees through the evaluation of performance management.

## **Weaknesses of performance management**

Along with the advantages and strengths of performance management in organizations, there are some weaknesses too. The process of performance management is too time-consuming which means that it depends on the number of employees whose performances are being evaluated, but this task can take hours. Another weakness of performance management is that sometimes it can be a discouragement for other employees (Hinsz 2015). This process needs to be positive and full of encouragement but sometimes performance appraisal is not a pleasant experience. For this, the managers should not only highlight the negative aspects of an employee but should also mention the positive things about the employee which he has been doing throughout the year. Biasness is another challenge in the performance management in the manager may get biased sometimes. The performance management system in an organization may lead to the risk of internal competition in which employees may start to backstab each other, get jealous, or blame others for their failures. Favoritism is another weakness a performance management acquires in which the manager is most likely to depend and trust one employee over the other which may result in the decrement of work motivation in other employees and their performance can get affected due to this.

It is concluded that performance management in an organization is significant to the business as it helps the organization to keep the operations, processes, stakeholders, employees, resources, and targets aligned enough to meet the objective and goals of an organization. Performance management helps the company to understand the training needs of employees. The company can effectively evaluate the current status of the performance of an employee if it assesses the achieved targets of the company. Moreover, it enhances the morale of employees through which they can improve their performance to achieve the organizational goals. An effective performance management in an organization supports the workforce planning in which the company plan their future strategies according to the achieved targets and speed of performance from all the employees. Above a USA based organization was taken in which the performance management methods and measures were discussed in detail and how they are managing their operation to meet their organizational goals.

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