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The great virtue of the scenario approach to planning is that it can push managers to think outside of the box, to anticipate what they might have to do in different situations, and to learn that the world is a complex and unpredictable place which places a premium on flexibility, rather than inflexible plans based on assumptions about the future that may turn out to be incorrect.

In many cases, as a result of scenario planning organizations might pursue one dominant strategy, related to the scenario that is judged to be most likely, but make some investments that will pay off if other scenarios come to the fore (see Figure 1.4).

Thus the current strategy of Shell is based on the assumption that the world will only gradually shift way from carbon-based fuels (its “Dynamics as Usual” scenario), but the company is also hedging its bets by investing in new energy technologies and mapping out a strategy to pursue

Should its second scenario come to pass.

**Decentralized Planning**

A mistake that some companies have made in constructing their strategic planning process has been to treat planning as an exclusively top management responsibility.

This ivory tower approach can result in strategic plans formulated in a vacuum by top managers who have little understanding or appreciation of current operating realities.

Consequently, top managers may formulate strategies that do more harm than good.

For example, when demographic data indicated that houses and families were shrinking, planners at GE’s appliance group concluded that smaller appliances were the wave of the future.

Because they had little contact with homebuilders and retailers, they did not realize that kitchens and bathrooms were the two rooms that were not shrinking.

Nor did they appreciate that when couples both worked, they wanted big refrigerators to cut down on trips to the supermarket.

GE ended up wasting a lot of time designing small appliances with limited demand.

The ivory tower concept of planning can also lead to tensions between corporate-, business-, and functional- level managers.

The experience of GE’s appliance group is again illuminating. Many of the corporate managers in the planning group were recruited from consulting firms or top- flight business schools.

Many of the functional managers took this pattern of recruitment to mean that corporate managers did not think they were smart enough to think through strategic problems for themselves.

They felt shut out of the decision- making process, which they believed to be unfairly constituted.

Out of this perceived lack of procedural justice grew an “us-versus- them” mind- set that quickly escalated into hostility.

As a result, even when the planners were right, operating managers would not listen to them.

For example, the planners correctly recognized the importance of the globalization of the appliance market and the emerging Japanese threat.

However, operating managers, who then saw Sears Roebuck as the competition, paid them little heed.

Finally, ivory tower planning ignores the important strategic role of autonomous action by lower- level managers and serendipity.

Correcting the ivory tower approach to planning requires recognizing that successful strategic planning encompasses managers at all levels of the corporation.

Much of the best planning can and should be done by business and functional managers who are closest to the facts— planning should be decentralized.

The role of corporate- level planners should be that of facilitators who help business and functional managers do the planning by setting the broad strategic goals of the organization and providing the resources required to identify the strategies that might be required to attain those goals.

**Strategic Decision Making**

Even the best- designed strategic planning systems will fail to produce the desired results if managers do not use the information at their disposal effectively.

Consequently, it is important that strategic managers learn to make better use of the information they have and understand the reasons why they sometimes make poor decisions.

One important way in which managers can make better use of their knowledge and information is to understand and manage their emotions during the course of decision making.

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**MAIN IDEA:**

**1) What is the main idea of paragraph?**

a) The manager should make decision based on assumption.

b) The manager should be in flexible in making decision.

c) The successful manager are those who are close to the feats.

* d) Much of the best planning can and should be done by business and functional manager.

**CHOSE THE BEST SYNONYMS:**

|  |  |
| --- | --- |
| **synonyms** | **Word** |
| 1) lose of time  2) plan  3) to expect result  4) condition  5) adaptable  6) put money into business  7) something which is not proved  8) strong authority  9) knowledge or skill by doing things  10) discam  11) supply of goods  12) feeling  13) near  14) specify  15) operative  16) principal  17) information  18) cognition  19) prepare  20) execute  21) reality  22) realize  23) verity  24) notification  25) embassy | 1) anticipate  2) situation  3) flexibility  4) investment  5) dominant  6) assumption  7) wasting  8) design  9) experience  10) consult  11) resource  12) identify  13) knowledge  14) emotion  15) effective  16) important  17) provide  18) close  19) operate  20) facts |

**CHOSE THE BEST MEANING FOR UNDERLINE WORDS:**

1) One important way in which manager can make better use of their knowledge is to understand and manage their emotions during the course of decision making.

a) information b) understanding c) experience d) emotion

2)understanding and managing their emotion during the course of decision making.

a) kind b) hate c) exciting d) feeling

3) They didn’t realize that kitchens and bathrooms were the two rooms that were not shrinking.

a) know b) understand c) belive d) think

4) Corporate managers did not thinks they were smart enough to think through strategic problems.

a) clever b) strong c) stupid d) noodle

**FILL THE BLANKET WHIT MEANING FULL WORDS:**

Even the best- designed strategic planning systems will fail to produce the desired…………..if managers do not use the information at their …………… effectively.

Consequently, it is important that strategic managers …………… to make better use of the information they have and understand the ………………..why they sometimes make poor ……………. .

a) events b) information c) results d) effect

a) disposal b) working c) projects d) scenario

a) know b) learn c) try d) focus

a) way b) resources c) reasons d) goals

a) contact b) contract c) concept d) decision

**TRANSLATE:**

|  |  |
| --- | --- |
| برنامه های نا متمرکز | Decentralized Planning |
| خارج از چارچوب فکر کردن | think outside of the box |
| برنامه های قابل انعطاف | Inflexible plans |
| در نتیجه | as a result of |
| غیر قابل پیش بینی | turn out to be incorrect |
| در بسیاری از موارد | in many cases |
| استراتژیهای ثابت | dominant strategy |
| به نتیجه نرسیدن | pay off |
| استراتژیهای رایج | current strategy |
| دنبال کردن طرح | to treat planning |
| مدیران برتر | top management |
| مدیران اجرایی | Functional managers |
| اطلاعات آماری | demographic data |
| مفاهیم طرح | concept of planning |
| استراتژیهای گسترده | broad strategic |
| به هدف و نتیجه نرسیدن | attain goals |
| مدیران عملیاتی | operating managers |
| منابع اصلی | main resources |
| پشتیبانی | Globalization |
| مدیران سطح پایین | lower- level manager |

**answer question completely.**

**1/ In which cases even the best-designed strategic planning system win fail to produce the desired result?**

**Planning system will fail to produce the desired results if manages do not use the information at their disposal effectively.**

**2/ Should manages be flexible or un flexible in their planning if yes or no why?**

**They should be flexible because the world is a complex and unpredictable place and flexibility play important role than inflexibility.**

**3/What's the defect of plans based on assumption?**

**The plans based on assumptions may turn out to be incorrect.**

**4/ What's the main reason that top manages do more harm than good?**

**Because they have little understanding or appreciation of current operating realities.**

**5/ What's the important way in which managers can make better use of their knowledge?**

**The important way for manager is to understand and manage their emotions during the course of decision making.**

**Using business and functional manages who are closest to the facts should be centralized.**

**7/ What's the role of corporate-level planners?**

**They should be facilitators who help business and functional managers do the planning by setting the broad strategic goals of the organization and providing the resource required to identify the strategies that might be required to attain those goals.**