

Ad. 203, Winter '18, Ideas Planning

Topics, schedule, and readings. Admin. 203, Planning and Policy.
Professor M. Gaffney. ~~Winter~~^{Spring}, 1978.

1. ~~Jan. 16~~^{Apr. 12}. Errors to avoid. McNichols (henceforth "M") Chap. 2.
2. ~~Jan. 23~~^{Apr. 19}. Models of good planning. M-1,3. Ansoff (henceforth "A") Chaps. 7,9. San Bernardino Air Quality Plan.
3. ~~Jan. 30~~^{Apr. 26}. Elements of planning, and the executive role.
M-4; A-2, 8.
4. ~~Feb. 6~~^{May 3}. Determining objectives; defining them.
M-5; A-3,10,11,12.
5. ~~Feb. 13~~^{May 10}. (OUTLINES DUE, STUDENT REPORTS.)
Organizing for synergy and against diseconomies of scale.
M-6,7,9.

-- ~~Feb. 20. Use holiday week to get ahead in reading.~~

6. ~~Feb. 27~~^{May 17}. Recovery and replacement policy. Midterm
(OUTLINES WILL BE RETURNED.)
M-8; A-1.

7. ~~March 6~~^{May 24}. STUDENT ORAL REPORTS TO CLASS, by about ten of you whose outlines seem ready to present. Others will be assigned critics' roles. Divide 170 minutes by 10, and even so you won't fully realize how little time there is, and how compressed your statements must be.

Other case studies from readings. A-13,14,15,16,17,18,19.

8. ~~March 13~~^{May 31}. Environmental factors; macro-economic planning.
M-10; A-4,5,6.
Economic Reports of the President
January, 1977 (Republican).
January, 1978 (Democratic).

9. June 7 Land Planning: City and Regional. Coordination with infrastructure planning.

Conservation and planning for future supplies

Planning in contracts: leases as an example

Tax planning.

Idea to improve teaching
March 25, '78

1. Early study ques.
Midterms
Quizzes.
Ask questions in class, grade answers

2. 203

Tax plug

Land plug.

E.g. of applying b & c to decisions

- in govt.

- in business

(Papers lack this.) (Should be under
pros & cons. but is lacking)

Use Green Book, etc. Project & Program analysis

3. 203

Talk ~~on~~ return on sales vs. on K.

Show relation to theory.

More detail on fms. of top admin.: Fin, Mktg.

Product plug -- see last paper

Something on Ech.

.. .. Medical adm. & co.

W. H. H. H.

4. 203

I never worked anywhere that was well managed.
Specify problems: (& solutions)

Country dance orchestra

E.C. Stanton

U.S. 997

Reed ..

Gladstone

Gleason affair

Buckley

Funds

Ore

N.C.

Mo. Bus. mgr. takes over
Cal. Water

Mhe

R77. Xerox admin?

B.C.

5 Many students lead lives of quiet desperation
accept constraints they disapprove.

6. Play means looking ahead

1s $\therefore$ long run. Involves K outlays.

1s systemwide - involves anticipating & working w.
reactions of whole system.

Project play is a good e.g.

- assoc. costs
- pub. facilities costs
- externalities
- effect on other areas. 2d best.
- need for balanced growth

7. Take attendance regularly.

Raise qns. in class, grade results.

To avoid incompletes, give midterm, & interim grades

8 How price system works.

Many small solutions add to one big solution

Water, energy examples

9. Strategy & clientele desires

Leadership means psyching out desires, and advancing plans to implement them.

You need to know their desires better than they do themselves. Formulate plans to satisfy them - w/o asking at every step for explicit approval.

10. ~~Bad Example~~ Another common plan. error.

Drift. ~~to~~ Overlook cum. impact of small decisions.

Fail to anticipate problem when cheap to solve, wait until your drift has made it urgent -- & expensive.

E.g. Clogged intersections. Tyler & Indiana. Council - drift.

Kanawha distrib.

Failure to rationalize, to see whole system.

Irreversible

Tyranny of small decisions.

Feb.

Ideas, Elements of Planning

1. Sequence means priorities

a. Series-linked, e.g. fctm. before roof.

b. Timing

i) Synch. compls. in ||

ii) Staging compls. in series.

Keep cash flow in balance.

2. Unfinished bus.

Elements of prog. list

Math. handout, $r = \frac{\ln t}{n}$

3. In Ch. 5, McN. switches from GM's using $\pm$ as performance standard, to mag. wealth

Adm. 203

Lecture #1. -- 1 clear

Intro. @ Def. ~~What is planning?~~ A design to attain ~~object~~ some end
~~Framing method to achieve goal~~
Looking ahead, beyond the obvious & transient.
~~Insight, foresight, prediction, forecasting~~ insight & problem-solving.

See things as systems, interactive; grow & evolving & splitting & reproducing.

See things as taking time. Synchron. future events
-- so supplies & men arrive same place, same time
Subsystems come together on sched. Leads & lags.
Scheduling.

Avoid traps, esp. self-laid ones. Con paths.

~~Forecast demand~~

G Determine longevity of processes; when to replace
G Arrange to have K when needed. Think's fund.
G Staging

E Determining opt. scale; opt. speed of growth

F Internalize externalities? Not really. Control what
you can; predict what you can't. Antic. evolution of
env.

Intro

(b)

Why plan?

Bes. things last.

G

Things are irreversible

{ Things are indivisible.
(Organs are organic)

G

Resources run out. antic. supply needs, imperfect

inputs.

Vent. instn.

G

Bes. of lead times

G

Intertemporal dependencies

G

Indivisib. in time. Longevity; replacement.

H

Bes. organs take time to build. Going concerns.

H

Bes. leaders die, succession needed.

H

Bes. reput. & good will take time.

K

R & D ... all investments take time.

C

To give direction to what you do

To take charge of priorities, not just drift & respond

To be prepared ... like packing for a trip,

or a campout.

To decide what to do now, in view of intertemp.

dep. over time. Synchronizing complex things.

Coord's Bes. whole systems are interdependent, & evolve
in stages, intertemp. dependency is more complex -
as in project anal. of big divs.

Intro (a)

Plng. is ^{the link} between theory & implementation.
Requires both practicality and ability to handle concepts
in the abstract. To see them as complements,
not opposites.

Plng. has to use concepts bcs. looks ahead, models
future.

Taking forethought -

F

Anticip's reactions of others to your moves
Mut. mut. demand.

- negatively, as competitors match cuts
- positively, as customers & others buy complementary equipment, ~~etc.~~ immigrate, etc.

Anticip's

Sequences ... will happen anyway
Determined. Things you forecast & predict.

Conseqs. ... things you cause
(cf. passive v. active gambling & risk)

Extended conseqs. Things you cause
in a complex system. Use I-O to trace effects
of an impulse. Computer modeling.

G. Good plng includes plunging into unknown by investing in things of fast payout, so can re-rationalize later when know more.
Avoid inevitable traps, like Korea

~~Intro.~~ G Life-cycle costing. (Cd. begin w. some elementary aspects of plng.)

~~Inter-temp. rate of exch.~~

Bad e.g. Gov't weakness for not funding future liabilities. E.g.

- Hwy fund. used for new ones only. Now, old ones need replacing.
- Soc. sec. pension fund squandered.

G Growth; & when to stop growing. Opt. size. This depends on ex. & char. of scale.

I= Modeling. Hence, modeling techniques.

Def. ~~Planning precedes execn. (implementation)~~
Plng. lies between theory & practice, not just in level of abstraction, but in time sequence.

Def. ~~Plans don't tell you how to ~~sail~~, but ~~where~~ to.~~
~~direction to run, & how far.~~

Why ~~Rommel was brilliant General, implementing~~
~~plans. Practical man. One problem -- was on~~
~~wrong side.~~

~~Plans can be abused & overdone, like anything.~~
~~all preparation, no action, ... Gen. McClelland~~

Why ~~But the moment you start, K is committed,~~
~~changing course is hard.~~

~~Def. Plans to solve problems = ideas or thinking.~~

Def. ~~Policy too demands ~~an~~ imagining & solving~~
~~general problems. Defining essence, dist'g from~~
~~incidentals. Also = thinking.~~

~~Thus, plan & pol. are where heaviest imaginative~~
~~thinking required.~~

Adm. 203. Planning Ideas.

Add to Winter Topics.

1. Project analysis. } Green Book
Ben & Cost. }
- F 2. Fiscal Impact, or Cameral plug. (Govt. counterpart of indiv. tax plug)
- F 3. Gimmick tools from McCurdy.
- F 4. a. City plug
b. Regional & state plug: Infrastructure -- esp. highways, water
c. Planning westward expansion. Nat. land plug. Gallatin, Jefferson, Hamilton, etc.
5. Corrupt syndrome vs. taking charge.
6. Tax planning.
7. National plug. for stability & growth
8. Planning as P.R. -- State & Fed 'programs', energy plug.
- F 9. What to plan, & what to let happen.
- F, G 4. Coord's pt. & public. Role of L.V. as orchestrator.
- ~~Intro. Why~~ 10. Planning in contracts. Lease policy as e.g.
11. ~~Need for plug.~~ Res. of long commitments, irreversible,
- B, G 12. ~~What plans~~ conservation plug -- plug: for future resource supplies.
- F 7 & 13. Comprehensive ^{socialist} planning, & dirigisme.
Free mkt. socialism

P & topics, concepts.

K conservation

K turnover.

Case studies or e.g.s.

Wt. plug.

Nat. energy ~~policy~~ plug

Learning

Mass plug.

Land plug, city, regional, rural.

Tax plug.