CHAPTER VI

Annotated Bibliography

Adit Laxiuthai, a., & Connelly,T.J. (1996). Planning and public health. Journal of Demography 12, 31-43.

The situation is uncertain and it changes over time. Time-tested tools are useful for situation analysis. The time-tested tools are: 1). An internal organization. 2). An external assessment to explore the influencing factors outside the organization that might affect it which is referred to as PEST Analysis (Political, Economic, Socio-cultural and technological power). This assessment will look outside to identify the factors influencing the environment which affect the organization in the past and consider it to be influencible in the future also. 3). Prediction trend to determine the expectation in the future and. 4). Synthesize the direction of the organization from putting all pieces of factors or affected channels together and creation of the strategies to conduct the organization to obtain the goal.

Butler, R. (1991). Designing Organizations: A Decision-making perspective. London and New York : Routledge.

Decision-making is an idea concept of the organizational design's center which is making choices and taking action the activities of all managerial work. Decision-making has analytical, judgmental, political and inspirational aspects within

an organizational setting. An important part of the skill of managing is to combine these four process in order to create the organizational setting in such a way as to permit the necessary decision processes to take place effectively. However, the analysis of organizational problems must be interdisciplinary in its origins drawing particularly of these social-science disciplines (economics, psychology and sociology).

Cassels, A.(1996). Aid instruments and health systems development : an analysis of current practice. Health Policy and Planning 11, 354-368.

There is a shortage of the health sector specialist with skills in political, institutional and budgetary analysis in the developing and developed countries. Schools of public health usually fail to provide relevant training which affects to prioritize and policy decision-making.

Cleland D.I. (1997). Information for strategic Planning Long-Range planning ,Feb. 1997 with permission of the publisher

The informational inputs to planning should be developed to integrate into the planning process.

Strategic Data Bases (SDBs) are concise statements of important underlying phenomena that must be assessed if the organization is to do effective planning. These data bases may be viewed as planning tasks to be performed by managerial task forces in the early stages of a planning cycle. When viewed in this way, the development of strategic data bases is made an integral part of the overall planning activities of the

organization rather than being viewed as a special study activity to be performed by staff specialists.

This is important because the development of such planning information directly involves choices that cannot be readily made by staff specialists. For instance, an assessment of the most important organizational strengths and weaknesses, if it is to be useful in planning, must necessarily result from discussion, negotiation, and argument among representatives of various interest groups within the organization. If a strength-weakness assessment is not so accomplished, it is likely to have little impact.

Assumptions and Forecasts are other important elements of planning information that must be integrated into the planning process. In most situations, the simple process of making assumptions and forecasts explicit will have great valve. Of particular importance in planning are some of the less well understood forecasting tools such as Delphi, sociopolitical forecasting, futuristic forecasting, and econometric forecasting models. All have their place in a comprehensive planning process, but none can take the place of managerial judgement as the prime element of strategic decision making.

Colin Robson. (1993). Reak wirld research : A resource for social scientists and practitioner-researchers. Oxford UK : Blackwell.

The interview is a conversation with the specific purpose of obtaining research relevant information, focused by the interviewer on content specified research

objectives of systematic description, prediction or explanation. This can encompass a wide range and type of interview form totally structured to completely unstructured examples, which we will see various examples.

Dyson, R.G. (1990). Strategic Planning. West Sussex : John wiley

The utilization from this book is the conceptual model of the process for strategy formulation and facilitate matching by TOWS Matrix. These are the process of matching the external threats (T) and opportunities (O) with the internal weaknesses (W) and strengths (S) of the organization. The internal factors are controllable factors, which can be assessed and developed by the organization by the organization in themselves. The external factors are uncontrollable factors of the organization. However, these external factors should be assessed and forecasted in order to identify the strategy to control it.

Goodstein, L., Nolan, T, and Pfeiffer, J.W. (1993). Applied Strategic Planing. New York : McGraw-Hill.

The gap analysis is a reality test for comparison of data from the current performance of the organization and the performance required for success of the organization's strategic plan. Moreover, the gap analysis required the specific strategies to close the gap identified and provide the direction in which the organization should move and the energy to begin that move.

King, Willian Richard. (1938). Strategic Planning and Policy 91-92.

The strategic-planning processes may be thought of in terms of the roles to be played by various managers, the sequences in which they perform these roles, and the schedule that guides the processing of various planning information throughout the organization.

The substance of any planning process involves the development of analytical answers to the questions :

1. What is our current situation?

2. What do we want the future situation to be?

3. What might inhibit us?

4. What actions should we take to achieve our objectives?

Adequate answers to these questions require that a broad range of environmental information be analyzed and that the knowledge and experience of many organizational managers be marshaled and utilized such a broad and comprehensive process intrinsically requires that a systems viewpoint be adopted and that a systems-oriented process be implemented. A systems-oriented process is one that focuses an overall organizational effectiveness within the context of conflicting sub-unit objectives. It also motivates "strategic systems planning" in which the real, or underlying causes of symptoms are identified, and the identification of the opportunities, which are often suggested by organizational problems.