1. Discuss the importance of changes in the external environment to an organization like Wal-Mart.

2. Is it fair to condemn Wal-Mart as a predator destroying local business and failing to offer a living wage and benefits?

3. Describe the current strategies adopted by the company?
Organization's Mission

- Mission
- Vision
- Goals and objectives.
Comprehensive Strategic Management Model

Vision & Mission Statements

External Audit

Long-Term Objectives

Generate, Evaluate, Select Strategies

Implement Strategies: Mgmt Issues

Implement Strategies: Marketing, Fin/Acct, R&D, CIS

Measure & Evaluate Performance

Internal Audit

Generate, Evaluate, Select Strategies

Implement Strategies: Mgmt Issues

Implement Strategies: Marketing, Fin/Acct, R&D, CIS

Measure & Evaluate Performance

second part

strategic management Prof. Dr.
Majed El-Farra 2009
That business mission is so rarely given adequate thought is perhaps the most important single cause of business frustration.

—Peter Drucker—
Mission statement answers the question:

“What is our business?”
Vision & Mission (Cont’d)

Vision statement answers the question:

“What do we want to become?”
Many companies develop both
- Shared vision can motivate employees
- Develops a commonality of interests
- Helps focus on opportunity & challenge
Developing Vision & Mission

- Clear mission is needed before alternative strategies can be formulated and implemented.
- Important to have as broad range of participation as possible among managers in developing the mission.
Examples

Vision Statement

“The Bellevue Hospital is to be the LEADER in providing resources necessary to realize the community’s highest level of HEALTH throughout life.”

“إنى أعتقد أن هذه الأمه يجب أن تلزم نفسها بتحقيق هدف-قبل انتهاء هذا العقد- بإنزال رجل على القمر وإعادته سالما إلى الأرض” جون كندي 1960.
Mission Statement

“The Bellevue Hospital, with respect, compassion, integrity, and courage, honors the individuality and confidentiality of our patients, employees, and community, and is progressive in anticipating and providing future health care services.”
Vision Statement

“The Vision of USGS is to be a world leader in the natural sciences through our scientific excellence and responsiveness to society’s needs.”

-U.S. Geological Survey (USGS)-
Mission Statement

“The Mission of USGS is to serve the Nation by providing reliable scientific information to

- Describe and understand the Earth;
- Minimize loss of life and property from natural disasters;
- Manage water, biological, energy, and mineral resources; and enhance and protect our quality of life.
Vision Statement

“It is the vision of the California Energy Commission for Californians to have energy choices that are affordable, reliable, diverse, safe, and environmentally acceptable.”
Mission Statement

“It is the California Energy Commission’s mission to assess, advocate, and act through public/private partnerships to improve energy systems that promote a strong economy and a healthy environment.”
GM Mission Statement

‘The fundamental purpose of GM is to provide products and services of such quality that our customers will receive superior value, our employees and business partners will share in our success, and our stockholders will receive a sustained, superior return on their investment.’
رسالة بنك سيتي الإسلامي الاستثماري (البحرين)

"يلتزم بنك سيتي الإسلامي الاستثماري بأن يقدم خدمات مالية
استثمارية رائدة من خلال توفير المنتجات والخدمات
المصرفية الإسلامية ذات القيمة المضافة للمؤسسات
والشركات المالية والعمالة المتميزة وذلك حسب مبادئ
الشريعة الإسلامية وسياسة مؤسسة سيتي كورب"
كلية فلسطين التقنية- دير البلح

الرؤية:
 نحو جامعة تقنية رائدة ترقى بالإنسان والوطن بما يلي احتياجات المجتمع المتحددة ويحقق التنمية المستدامة.
كلية فلسطين التقنية- دير البلح

الرسالة:
تلتزم كلية فلسطين التقنية - دير البلح بتقديم برامج تقنية وأكاديمية متميزة تساهم في إعداد مخرجات وطنية مؤهلة وتوظيف تكنولوجيا المعلومات والبحث والتطوير لخدمة المجتمع وبناء من أجل الرفعة والتطور.
رسالة كلية الإدارة

توفير تعليم متميز يقوم على أسس علمية وعملية في العلوم المالية والتسويق والمحاسبة، يفي بالمتطلبات السريعة والمتغيرة لسوق العمل في المنطقة، على مختلف المستويات ولجميع القطاعات.
رسالة الجامعة الإسلامية

الجامعة الإسلامية مؤسسة أكاديمية تسعى للنهوض بالمستوى العلمي والثقافي والحضاري والعمل على مراقبة التطور التكنولوجي والاتجاهات الحديثة في التعليم العالي وتشجيع البحث العلمي وتساهم في خدمة المجتمع وبنائه في إطار من القيم والتعاليم الإسلامية.

second part

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Majed El-Farra 2009
Characteristics of a Mission

According to Vern McGinnis, mission should:

☐ Define what the organization is
☐ Broad enough to allow for creative growth
☐ Distinguish the firm from all others
☐ Serve as framework to evaluate current activities
☐ Stated clearly so that it is understood by all
Characteristics of a Mission (Cont’d)

Effective mission statements:

- Broad in scope
- Generate range of feasible strategic alternatives
- Not excessively specific
- Reconcile interests among diverse stakeholders
- Finely balanced between specificity & generality
Effective mission statements:

- Arouse positive feelings and emotions
- Motivate readers to action
- Generate the impression that firm is successful, has direction, and is worthy of time, support, and investment
Effective mission statements:

- Reflect judgments: future growth
- Provide criteria for selecting strategies
- Basis for generating & screening strategic options
- Are dynamic in orientation
Customer Orientation

A good mission statement reflects the anticipations of customers.

- Identify customer needs
- Provide product/service to satisfy needs
  - AT&T’s mission focuses on communications, not telephones
  - Exxon’s mission focuses on energy, not on oil and gas
Components of Mission

Mission statements vary in...

✓ Length
✓ Content
✓ Format
✓ Specificity

Must include the 9 elements, as the mission statement is the most public and visible part of the strategic-management process.
Components of Mission (Cont’d)

1. Customers
2. Products or services
3. Markets
4. Technology
5. Survival, growth, and profitability
6. Philosophy
7. Self-concept
8. Concern for public image
9. Concern for employees
Components of mission and corresponding questions to be answered:

- **Customers:**
  - “Who are the firm’s customers?”

- **Products or services:**
  - “What are the firm's major products or services?”
Components of Mission (Cont’d)

- **Markets:**
  - “Geographically, where does the firm compete?”

- **Technology:**
  - “Is the firm technologically current?”
Components of Mission (Cont’d)

- **Concern for survival, growth, and profitability:**
  - “Is the firm committed to growth and financial soundness?”

- **Philosophy:**
  - “What are the basic beliefs, values, aspirations, and ethical priorities of the firm?”
Components of Mission (Cont’d)

- **Self-concept:**
  - “What is the firm’s distinctive competence or major competitive advantage?”

- **Concern for public image:**
  - “Is the firm responsive to social, community, and environmental concerns?”

- **Concern for employees:**
  - “Are employees a valuable asset of the firm?”
When to change mission?

☐ Times change, conditions change.
## Global Perspective

### Major Challenges in 2000

<table>
<thead>
<tr>
<th>Challenge</th>
<th>USA</th>
<th>Europe</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer loyalty</td>
<td>44%</td>
<td>28%</td>
<td>3%</td>
</tr>
<tr>
<td>Managing alliances</td>
<td>30%</td>
<td>42%</td>
<td>16%</td>
</tr>
<tr>
<td>Reducing costs</td>
<td>29%</td>
<td>32%</td>
<td>41%</td>
</tr>
<tr>
<td>Engaging emp. in mission</td>
<td>28%</td>
<td>32%</td>
<td>38%</td>
</tr>
<tr>
<td>Competing for talent</td>
<td>26%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>Incr. flexibility &amp; speed</td>
<td>24%</td>
<td>39%</td>
<td>31%</td>
</tr>
</tbody>
</table>