



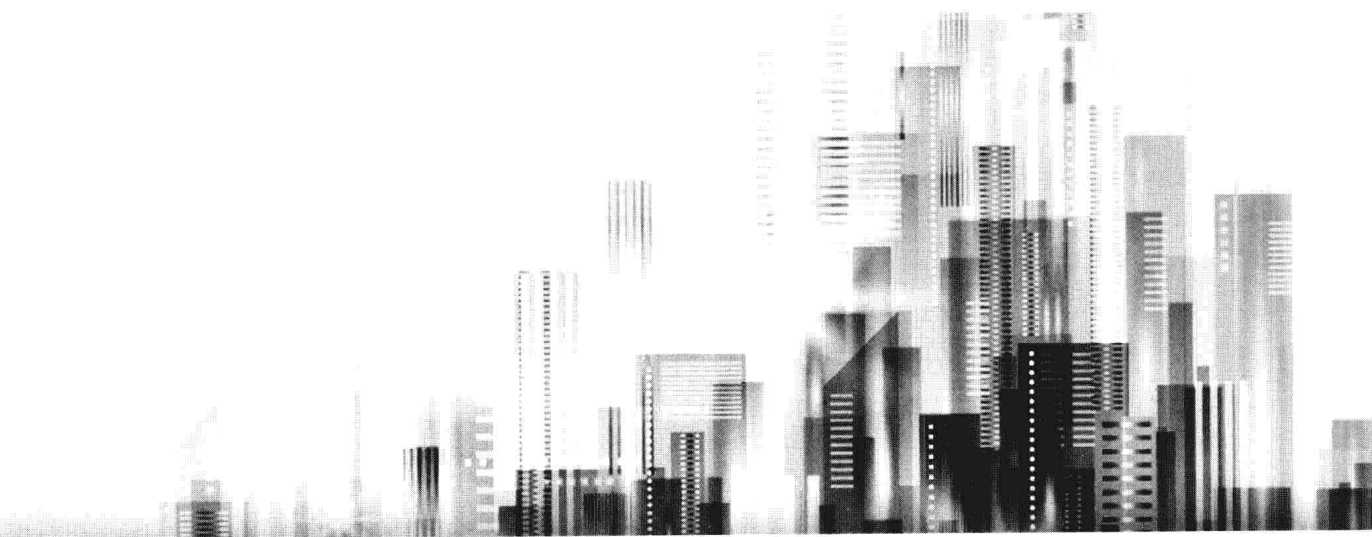
BUSINESS ENVIRONMENT

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商业环境



暨南大学出版社



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前 言

《商业环境》(*Business Environment*)是为适应英国爱德思国家职业学历与学术考试委员会品牌教育 BTEC 核心课程“Business Environment”教学改革的需要而编写的。通过本书的学习,读者可以掌握商业概述,包括商业环境的概念、商业原理和方法、企业管理模式等内容;提高商业职能,包括决策、计划、组织、领导、激励、控制等商业职能;更新商业信息,包括信息处理、人员配置、团队合作、风险评估、创新管理、竞争战略等内容。

本书以“任务引领教学”的教育理念、“模块式教学”的设计思路及“相关知识”的渗透式教学为思路,借鉴国外的创新理念来探讨国内的经济管理案例,以启发式、研究式、讨论式等教学方法使学生能够理解和运用经济学和管理学的基本原理,重点学习企业管理的理论和方法,掌握相关的商业策划技巧,为学生进一步学习各商业类专业学科打下坚实的理论基础,同时让学生用现代商业思想武装自己,为今后的经济管理实践活动提供指导和参考。

本书大体可分为四大模块:模块一主要阐述企业的目标和责任;模块二分别介绍企业的经济环境、社会环境及全球化对其影响;模块三阐明企业的行为及市场环境;模块四分析国际贸易的重要性及欧盟的发展状况。

本书可作为高等专科学校、高等职业院校、成人高校、民办高校的商业类、经济类、管理类专业及相关专业的基础教材,也可作为在职商业人员培训及自学者的自学用书。

本书由孔韬、王荷担任主编;陈汉平、熊嘉逸、林景良、李凯轩担任副主编。模块一和附录由孔韬编写,模块二、模块三的任务一、任务三由王荷编写,模块二的任务二由林景良编写,模块三的任务二、模块四的任务一和任务二由陈汉平编写,模块四的任务三由熊嘉逸编写,全书案例由李凯轩编写,最后由孔韬对全书进行定稿。

由于学科本身的发展,书中难免存在不足之处,敬请专家、学者及广大读者指正。

孔 韬

2011 年 10 月

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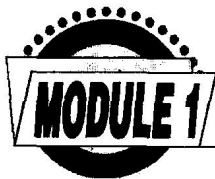
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OBJECTIVES AND RESPONSIBILITIES OF AN ORGANIZATION

TASK 1

Identify the Mission, Values and Key Objectives of an Organization



OBJECTIVES

Vision Mission & Values

Identify the mission, values and key objectives of an organization and assess the influence of stakeholders.

- ★ Explain the concept of organizational mission and how it influences objectives setting and planning.
- ★ Define the characteristics of effective objectives.
- ★ How corporate values can guide an organization's actions.



TASK GUIDE

GENERAL MOTORS CHEVROLET DIVISION

Chevrolet may have ruled the roads back in the 1960s and 1970s, but in recent years, its sales have lagged. In late 2003, General Motors managers announced that the company will launch 10 new Chevrolet vehicles over 20 months to reach its objective of boosting U. S. sales to 3 million vehicles a year, a level Chevy hasn't achieved since 1979. That's a 15 percent increase over 2003 levels, an am-

bitious target that requires everyone in the company to focus on the objective.

Employees throughout the company are striving to meet lower-level targets that will help the company achieve its overall objective. Dealers, too, are motivated by the stretch objectives laid out in a statement called "Road to 3 Million". Managers are pumping resources into design and engineer-

ing, advertising, and dealer incentives. Dealers can win trips and other prizes if they hit their targets. A new, edgy multimillion-dollar ad campaign, tagline, “An American Revolution” focuses on the cars and trucks, but tries to give potential customers a feeling of freedom and “attitude”. Managers and employees are also looking for alternative ways to reach new markets. Every decision at Chevrolet today is made with the objective of selling 3 million vehicles a year in mind.

Managers will use the objective as a standard of performance. Some doubt that

Chevrolet can reach the target during the first year, but managers will evaluate how well the company performed and perhaps revise missions to help meet the objective of selling 3 million vehicles a year.

Chevrolet and General Motors managers recognize the importance of a clear objective and carefully thought out mission to help achieve it. The overall planning process prevents managers from thinking merely in terms of day-to-day activities. When organizations drift away from objectives and missions, they typically get into trouble.

Questions for Discussion

1. Identify the significance of mission, values and key objectives of an organization.
2. Search relevant information of GM to support your points.

TASK ANALYSIS

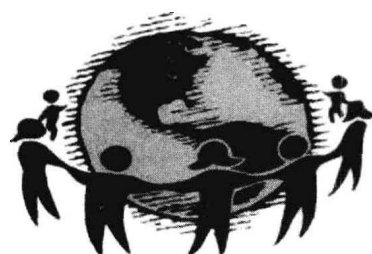
1.1 ORGANIZATIONAL MISSION

Goals and plans have become general concepts in our society. A goal is a desired future state that the organization attempts to realize. Goals are important because organizations exist for a purpose and goals define and state that purpose. A plan is a blueprint for goal achievement and specifies the necessary resource allocations, schedules, tasks, and other actions. Goals specify future ends; plans specify today's means. The word planning usually incorporates both ideas; it means determining the organization's goals and defining the means for achieving them.

The planning process starts with a formal mission that defines the basic purpose of the organization, especially for external audiences. The mission is the basis for the strategic (company) level of goals and plans, which in turn shapes the tactical (divisional) level and the operational (departmental) level. The mission goes to both external and internal audiences and provides important benefits for the organization.



An organization's mission describes what the organization stands for and its reason for existence. It symbolizes legitimacy to external audiences such as investors, customers, and suppliers. The mission helps them and the local communities look on the company in a favorable light and, hence, accept its existence. A strong mission also has an impact on employees, enabling them to become committed to the organization because they can identify with its overall purpose and reason for existence. One of the traits often cited by employees in Fortune magazine's list of the "100 Best Companies to Work for in America" is a sense of purpose and meaning. For example, at Medtronic, a medical products company, employees are inspired by the mission to "alleviate pain, restore health, and extend life".



Missions

At the top of the goal hierarchy is the mission—the organization's reason for existence. The mission describes the organization's values, aspirations and reason for being. A well-defined mission is the basis for development of all subsequent goals and plans. Without a clear mission, goals and plans may be developed haphazardly and not take the organization in the direction it needs to go.

The formal mission statement is a broadly stated definition of purpose that distinguishes the organization from others of a similar type. A well-designed mission statement can enhance employees' motivation and organizational performance. The content of a mission statement often focuses on the market and customers and identifies desired fields of endeavor. Some mission statements describe company characteristics such as corporate values, product quality, location of facilities, and attitude toward employees. Mission statements often reveal the company's philosophy as well as purpose. One example is the mission statement for Bristol-Myers Squibb Company, presented in Exhibit 1. 1. Such short, straightforward mission statements describe basic business activities and purposes, as well as the values that guide the company. Another example of this type of mission statement is that of State Farm Insurance:

State Farm's mission is to help people manage the risks of everyday life, recover from the unexpected, and realize their dreams.

Exhibit 1. 1 Mission Statement for Bristol-Myers Squibb



The Bristol-Myers Squibb Pledge

- ✿ *Our company's mission is to extend and enhance human life by providing the highest-quality pharmaceutical and related health care products.*
- ✿ *We pledge to our patients and customers, to our employees and partners, to our shareholders and neighbors, and to the world we serve to act on our belief that the priceless ingredient of every product is the honor and integrity of its maker.*
- ✿ *We are people, who make it our business to be like a good neighbor; who built a premier company by selling and keeping promises throughout marketing partnership; who bring diverse talents and experiences to our work of serving the State Farm customer.*
- ✿ *Our success is built on a foundation of shared values—quality service and relationships, mutual trust, integrity, and financial strength.*

Because of mission statements such as those of Bristol-Myers Squibb and State Farm, employees as well as customers, suppliers, and stockholders know the company's stated purpose and values.

Therefore, a mission statement is a statement of the overriding direction and purpose of an organization. It can be thought of as an expression of its *raison d'être*. Some organizations use the term "vision statement" —some even have both vision and mission statements. If there is substantial disagreement within the organization or with stakeholders as to its mission (or vision), it may well give rise to real problems in resolving the strategic direction of the organization. Although mission statements had become much more widely adopted by the early 2000s, many critics regard them as bland and wide-ranging. However, this may be necessary given the political nature of strategic management, since it is essential at that level to have statements to which most, if not all, stakeholders can subscribe. They need to emphasize the common ground amongst stakeholders and not the differences.

1.2 CORPORATE VALUES

Increasingly organizations have been keen to develop and communicate a set of corporate values that define the way that the organization operates. Of particular importance are the organization's core values—these are the "principles" that guide an organization's actions. For example, emergency services such as ambulance and fire fighters have an overriding commitment to saving life even to the extent that they would break strike action to attend emergencies when life is threatened.

Some authors have argued that the success of many US corporate—such as Disney, General Electric or 3M, can be attributed (at least in part) to strong core values. However, there are potential downsides to public statements of corporate values if an organization demonstrably fails to live them out in practice. Whereas core values should be an



expression of the way the organization is, there are other corporate values to which the organization is wishing to aspire. Unless this distinction is clear, there is room for considerable misunderstanding and cynicism about statements of corporate values. In many organizations there are also corporate values which are the basic minimum (threshold) values to which all stakeholders must “subscribe”. These could, for example, be concerned with aspects of corporate social responsibility as discussed in task 3 later. Many public sector organizations will refuse to deal with suppliers who do not meet these threshold standards. Whereas corporate values may set a back cloth and boundaries within which strategies are developed.

Exhibit 1.2 Values for Coca-Cola

Coca-Cola is a carbonated soft drink sold in the stores, restaurants, and vending machines of more than 200 countries.

It is produced by the Coca-Cola Company of Atlanta, Georgia, and is often referred to simply as Coke (a registered trademark of the Coca-Cola Company in the United States since March 27, 1944). Originally intended as a patent medicine when it was invented in the late 19th century by John Pemberton, Coca-Cola was bought out by the businessman Asa Griggs Candler, whose marketing tactics led Coke to its dominance of the world soft-drink market throughout the 20th century.

■ The values of Coca-Cola are:

Live Our Values

Our values serve as a compass for our actions and describe how we behave in the world.

- *Leadership: The courage to shape a better future*
- *Collaboration: Leverage collective genius*
- *Integrity: Be real*
- *Accountability: If it is to be, it's up to me*
- *Passion: Committed in heart and mind*
- *Diversity: As inclusive as our brands*
- *Quality: What we do, we do well*



1.3 OBJECTIVES

Objectives are statements of specific outcomes that are to be achieved. Objectives—both at the corporate and business unit level—are often expressed in financial terms. They could be the expression of desired sales or profit levels, rates of growth, dividend levels or share valuations. But organizations also have market-based objectives, many of which are quantified as targets—

such as market share, customer service, and repeat business and so on.

Many writers have argued that objectives are not helpful unless they are capable of being measured and achieved, i. e. unless they are closed. This view is not taken here. There may be some objectives which are important, but which are difficult to quantify or express in measurable terms. An objective such as “to be a leader in technology” may be highly relevant in today’s technological environment, but it may become absurd if it has to be expressed in some measurable way. It is nonetheless valid as an objective.

However, there are times when specific objectives are required. These are likely to be when urgent action is needed, such as in a crisis or at times of major transaction, and it becomes essential for management to focus attention on a limited number of priority requirements. An extreme example would be in a turnaround situation. If the choice is between going out of business and surviving, there is no room for latitude through vaguely stated requirements and control.

A recurring problem with objectives is that managers and employees “lower down” in the hierarchy are unclear to how their day-to-day work contributes to the achievement of higher level of objectives. This could, in principle, be addressed by a “cascade” of objectives-defining a set of detailed objectives at each level in the hierarchy. Many organizations attempt to do this to some extent.



To ensure objective-setting benefits for the organization, certain characteristics and guidelines should be adopted. These characteristics pertain to organizational objectives at the strategic, tactical, and operational levels:

- **Specific and measurable.** When possible, objectives should be expressed in quantitative terms, such as increasing profits by 2 percent, decreasing scrap by 1 percent, or increasing average teacher effectiveness ratings from 3.5 to 3.7. A team at Sealed Air Corporation, a manufacturer of packaging materials, was motivated by an objective to reduce by two hours the average time needed to change machine settings. Not all objectives can be expressed in numerical terms, but vague objectives have little motivating power for employees. By necessity, objectives are qualitative as well as quantitative, especially at the top of the organization. The important point is that the objectives be precisely defined and allow for measurable process.
- **Cover key result areas.** Objectives cannot be set for every aspect of employee behavior or organizational performance; if they were, their sheer number would render them meaningless. In-



Objectives

stead, managers should identify a few key result areas—perhaps up to four or five for any organizational department or job. Key result areas are those activities that contribute most to company performance. Most companies use a balanced approach to objective setting. For example, Northern States Power Co. tracks measurements in four key areas: financial performance, customer service and satisfaction, internal processes, and innovation and learning.

- **Challenging but realistic.** Objectives should be challenging but not unreasonably difficult. One new manager discovered that his staff would have to work 100-hour weeks to accomplish everything expected of them. When objectives are unrealistic, they set employees up for failure and lead to decreasing employees' morale. However, if objectives are too easy, employees may not feel motivated. Stretch objectives are extremely ambitious but realistic objectives that challenge employees to meet high standards. One example comes from 3M, where top managers set an objective that 30 percent of sales must come from products introduced in the past four years; the old standard was 25 percent. Setting ambitious objectives helps to keep 3M churning out innovative new products—more than 500 in one recent year alone—and has entrenched the company as a leader in some of today's most dynamic markets. The key to effective stretch objectives is ensuring that objectives are set within the existing resource base, not beyond departments' time, equipment, or financial resources.
- **Defined time period.** Objectives should specify the time period over which they will be achieved. A time period is a deadline stating the date on which objective attainment will be measured. An objective of implementing a new customer relationship management system, for instance, might have a deadline such as June 30, 2010. If a strategic objective involves a two-to-three-year time horizon, specific dates for achieving parts of it can be set up. For example, strategic sales objectives could be established on a three-year time horizon, with a \$100 million target in year one, a \$129 million target in year two, and a \$165 million target in year three.
- **Linked to rewards.** The ultimate impact of objectives depends on the extent to which salary increases, promotions, and awards are based on objective achievement. People who attain objectives should be rewarded. Rewards give meaning and significance to objectives and help employees to achieving objectives. Failure to attain objectives often is due to factors outside employees' control. For example, failure to achieve a financial objective may be associated with a drop in market demand due to industry recession; thus, an employee could not be expected to reach it. A reward might still be appropriate if the employee partially achieved objectives under difficult circumstances.
- **The complexity of today's environment and uncertainty about the future overwhelm many managers and cause them to focus on operational issues and short-term results rather than long-term objectives.** However, key objective generally positively affects a company's

performance. In addition to improving financial and operational performance, developing explicit objectives at each level is important because of the external and internal messages they send. These messages show the importance of objectives:



- **Source of motivation and commitment.** Objectives facilitate employees' identification with the organization and help them by reducing uncertainty and clarifying what they should accomplish. At Boeing, the manufacturing department has an objective of moving a plane, once the wings and landing gear are attached, along the assembly line and out the door in only five days. Managers are revising processes and procedures, mechanics are coming up with innovative machine adjustments, and assembly line workers are trying new techniques to meet this ambitious objective. Lack of a clear objective can damage employees' motivation and commitment, because people don't understand what they are working toward. Whereas a mission provides the "why" of an organization or subunit's existence, an objective tells the "how". An objective lets employees know what actions to undertake to achieve the mission.
- **Resource allocation.** Objectives help managers decide where they need to allocate resources, such as employees, money, and equipment. For example, DuPont has an objective of generating 25 percent of revenues from renewable resources by 2012 (up from 14 percent in 2005). This objective lets managers know they need to use resources to develop renewable and biodegradable materials, acquire businesses that produce products with renewable resources, and buy equipment that reduces waste, emissions and energy usage. As another example, due to new objectives of fighting domestic terrorism, the Federal Bureau of Investigation (FBI) has pulled more than 600 agents off their regular beats and reassigned them to terrorist-related cases. The FBI is also allocating resources to rebuild an archaic computer network, open foreign offices, and form terrorism task forces.
- **Guides to action.** Objectives provide a sense of direction. They focus attention on specific targets and direct employee efforts toward important outcomes. Hartford Technology Services Co., for example, set objectives to establish a customer profile database, survey customer satisfaction, and secure service agreements with ten new customers.
- **Rational for decisions.** Through objective setting and planning, managers learn what the organization is trying to accomplish. They can make decisions to ensure that internal policies, roles, performance, structure, products, and expenditures will be made in accordance with desired outcomes. Decisions throughout the organization will be in alignment with the key objective.
- **Standard of performance.** Because objectives define desired outcomes for the organiza-

tion, they also serve as performance criteria. They provide a standard of assessment. If an organization wishes to grow by 15 percent, and actual growth is 17 percent, managers will have exceeded their prescribed standard.



TASK EXPANSION



ORGANIZATIONAL PURPOSES FOR THE NORTHERN IRELAND POLICE SERVICE

Organizations are finding it useful to publish a statement of their purposes. This is usually done at several levels of detail.

As part of its Policing Plan for 2003/04 the Police Service of Northern Ireland (PSNI) outlined its mission, overarching aims and priorities. It also reported on performance in previous years against the key performance targets and indicators for each priority. The following are extracts from the report:

1. Mission statement



In partnership making Northern Ireland safer, achieving effective and professional policing in partnership with the community, helping to secure a safe and just society in