

Public Organization and Management
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Lecture – 22
Goals, effectiveness, and Performance - II

Hello, dear learners. Let's continue the discussion on organizational goals. In the previous session, I have just given you very basic foundations of the goals, meaning of goals, differentiation in terms of goals of public sector and the private sector organization, and of course, challenge of linking goals with the performance indicators in the public sector organizations and we talked about goal setting, how various reforms have led to the idea of government focusing much more on setting the performance goals, clearly setting the goals and linked it with the performance criteria. In today's session, we will talk about the types of goals. So, broadly, categorization of goals into official goals and operative goals. Now, as the definition stated here in the text by Rainey and colleagues, official goals, express formal goals that presents an organization's values and purpose.

The meaning of the mission, this particular purpose of the organization usually it says that official goal is also called as mission this is also highlighted in the text of Daft mentioned here that the purpose is also the mission the official goal is also the mission of the organization in terms of reasons of existence of the organization. Official goals more equated with the mission which is basically the organizational reason to existence. So, sometimes that is why official goal also are referred to as mission I have just mentioned over this slide here. So, the official goals focus on values as have been indicated here.

And also, the kind of people the organization serve, we talked about this in previous session, in case of the business, its customer, in case of the public sector organization, it is to do with the citizens. So, this is basically the idea of the broad official goals of the organization. On the other hand, there are operative goals. These operative goals, they are basically more specific objectives that organizations seek through actual operations and procedures. Now, in order to achieve the official goals, the organizations also have operative goals. So, official goals are the broader goals of the organization. That they declare the organization's reason of existence. They declare the values of the organization. They also tell about what kind of people the organization serve. Now, in order to achieve these official goals, the organization also have operative goals

It's basically more to do with the day-to-day activities of organization. the organization in terms of department goals, sub-department goals, individual goals. So, the goals are then bifurcated into down the hierarchy that becomes the case of operative goals. Very specific objectives, that the organization seek through actual operations and procedures,

they are called as operative goals. So, we will look into some of the examples of two to three organizations looking at their official goals, their values and then we will see how these particular things are highlighted in the context of the organizations. So, let us look at some of the examples of the organizations here. I have taken the examples of three organizations here. One is UIDAI, Aadhaar, Unique Identity Authority of India. Another is Akshaya Patra Foundation and then the ONGC India, the public sector undertaking. So, we will look into these examples one by one and see what are their official goals.

Okay, first of all, let's look at the vision and mission statements of Unique Identification Authority of India, Government of India. If you look at the vision statements, see, to empower Aadhaar number holders of India with a unique identity and a digital platform to authenticate anywhere and anywhere. and look at the you know the mission statements to provide for good governance efficient transparent and targeted delivery of subsidies benefits and services the expenditure for which is incurred for consolidated fund for india or the consolidated fund of state to other number holders of india through assigning of unique identity number so you look at the the statements of the official goals which are written over here. Now, these official goals which you look at, this will give the indication to the organization to design further their operative goals to achieve this. For example, look at the core values.

As we have mentioned that the official goals also includes the values of the organization. So, in this case, if you look at the core values, They say that we believe in facilitating good governance. We value integrity. We are committed to inclusive nation building. We will always focus on continuous learning and quality improvements. We will be driven by innovation and provide a platform for our partners to innovate. We believe in transparent and open organization. So, what is the idea of giving these values? So, these values also will guide the behavior of the organizational members. So, also helping the decision making, what kind of work the organization is going to do, what kind of work is required to be done because these missions which are they have written in terms of official goals, they of course have to be achieved, are to be achieved by having the operating goals by the organizations. So, I will also talk about what kind of operating goals are there, there can be in the organization.

But you will not mostly see the operating goals on the web pages. Perhaps you can look into the annual reports or the other important documents being published by the organization to look into various operative goals that they are, you know, currently pursuing to achieve the overall missions of the organization. So, this is one example that how official goals are stated, how core values are there because they are important indication for the organizational members and the organization. Of course, the outside world that what organizations stand for and what are the reasons of organizational existence. This is the first example.

Then let's look at another example of a foundation, Akshaya Patra Foundation. We'll see that what they have talked about in terms of their mission and vision statements. Look at our mission is to feed 3 million children every day by 2025. And the vision they say that no child in India shall be deprived of education because of hunger. Now, you see that, you know, they have clearly written that the NGO's mission and vision is a directive derivative of its history. The vision of Akshaya Pathra Foundation clearly states that the importance of food and education for healthy and educated tomorrow. so if you look at these are the broad official goals now these official goals have to be then achieved by the use of operative goals so the foundation will also have their own operative goals they will decide by time to time and of course it will keep on changing so in the some of the you know the documents of annual reports or the newsletter or publication or social media, you will find out what kind of things that they are doing on day-to-day basis to achieve the mission that they have stated here. So, this is another example of looking at the official goals of the Indian government. So, this one is the example of non-government organization and we have seen the example of unique identity authority of India. Third example, if you look at is the example from a public sector undertaking, ONGC.

Let us look at the example in terms of what is the vision and mission statement. So, if you look at the vision. To be a global leader in integrated energy business through sustainable growth, knowledge, excellence, and exemplary governance practices. If you see that, this is a very broad statement that they have given in terms of their official goals. Then mission, world class, dedicate to excellence by leveraging competitive advantages in R&D and technology with involved people. Imbibe high standards of business ethics and organizational values, strive for customer delight through quality products and services. They see lot of dominant Indian leadership, retain dominant position in the Indian petroleum sector and enhance India's energy availability. You see, this list of the official goals that they are mentioning on their website, it's only providing the guideline to the organizational members that what organizations stand for. So, this is also important indication for the people how they should actually align their effort. For example, create growth opportunity and maximize shareholder value.

Provide value linkages in other sector of energy business. So, they also give the guidelines in terms of the operations of the organizations. So, this is another example. Likewise, you can go to the websites of another organization and perhaps you can also do a comparative analysis of the official goal statements of public organizations versus private organization and try to see what is the inclination or idea behind goal setting, what kind of differences do you really see between the organizations coming from public sector organization and private sector organization. I encourage learners, make use of the blog, make use of the platform which is created for this particular course to talk about these and share with each other what you find in terms of the goal setting in the private and public sector organization perhaps share the mission statements and see if you see the

really a differentiating correct character of public sector versus private sector organization what they try to you know define in their mission you know statement official goals if i i just talked about, now operating goals on the other hand, if you look at, Daft categorized operating goals into these six broad categories, performance goals, resources, market, employee development goals, productivity, innovation and change.

We'll look into these all goals one by one and try to see how they are different in terms of public and private sector organization. See, as the name indicates, business, the performance goals, these are more to do with profitability in terms of business if we talk about. So, in terms of business organization, it is about increase in the profitability. Now, how the increase in the business profitability will come in? By increasing sales, increasing revenue, increasing return on investment, growth, so many things that the organization do to increase their profitability. profit you know the maximization right now if you look at the performance goals in terms of government and non-government organization so we have talked about this government organization performance goals are with respect to effective and efficient public service delivery that's what their performance is about see effectiveness that the services are being provided efficiency in terms of that the services are provided at a cost which is affordable and you know equity there's equity taken care of fairness is being taken care of right welfare of the community is being taken care of so effective service delivery right access to the service delivery at The nominal cost that what we have talked about, you know, performance goals in terms of we are talking about in terms of public sector organization, right? Also, reaching out to large number of beneficiaries in terms of the impact of the public policy and the programs, right? So, from a smaller group of people to reaching out to the large number of people in terms of enhancing the access and increasing the number of beneficiaries for the public policy and program, that should be the performance goal of the public sector organizations or let's say if we talk about the non-government organizations.

So, performance goals in terms of the public sector organization largely to do with the justice aspect, the aspect of equity, the aspect of fairness without any kind of discrimination because it is important because government is working for the benefit of the public at large. So, these kind of things are to be taken care of seriously. Second category of the operating goals are resources goals. See, operating goals we are actually discussing in light of achieving official goals. So, official goals are the broad statements.

So, they cannot be achieved directly. They have to be achieved by making use of the operating goals. Operative goals are being set by the organizations department wise, region wise, individual goals, group goals. So, these organizational operating goals are actually linked towards the higher category of goals of the organization. So, if the lower level goals or the operating goals are achieved in an efficient manner, so there is a guarantee that these can also lead to the achievement of the official goals or justifying alignment of the operating goals with the official goals of the organization.

Now, in terms of resources, if you look at, because organization has to have resources to accomplish the goals. In terms of resources, if you look at, in terms of private sector organization, it will be acquisition of the funds, material that they would need for products and services, there is money required. and in terms of government organizations or if you look at the non-government organizations of course non-government organization also have to have funds so they need to partner with collaborate with reaching out to the government organizations for that kind of a funding so resource generation is required and also in case of non-government organization very important aspect of resource is bringing people. Who are the people who can help the organization, you know, in terms of their activities.

Because the funding is less. So, you need more and more number of people participating in the activities of the non-government organization. So, in terms of resources goals, non-government organization is also looking for people as resource, you know, to work with, you know, in the organization who can, you know, deal with the official work, doing the surveys, volunteering for various activities. So, in that case, resource is another important aspect to do this. Not only that, in the public sector organization, if you look at the resources in terms of human capabilities, For example, Indian administration if you look at, so we need people in terms of resource who can actually do lot of activities in terms of bringing in change in the society to do very good for the welfare of the community. So, in the entire course, we will be discussing about many cases where I will talk about the stories of Indian civil servants, who are known for their work in their areas, how they have accumulated resources in terms of benefit of, even if the resources are not available with the government, how they have tried to acquire the resources from the environment for the benefit of the larger communities.

So, these are the different goals which can be talked about in terms of resource with respect to operating goals with both public as well as private organizations. Now, in terms of market goals, marketing goals, if you say we are talking about the tapping, the larger, you know, the segment. In case of business, if you look at exploring the untapped areas before, entering into the new markets which have not been explored before. In terms of if you look at, you know, the I will not say market goals exactly, but expanding, I would say, the scope of the services, whatever the benefits the government is providing to the people, expanding the scope would be one of the goal which can come under the market goals as far as the government organization is concerned. But I'm not clearly putting it in the jargon of the market goal.

It can also be the performance goals for the public sector organization, right? Then comes the employee development goals. Now, as the name indicates, you know, the employee development goal is to do with more of the employees of the organization and we are talking about very important aspect of assets. employees as assets of the organizations. So, when the employees are working for the organizations, the operative goals also have

to be about their career management. It is important that their career management is being taken care of.

The kind of training and development and the career management track that we are going to put for these people, that's also very important aspects of employee development goals in that way. Working on their career plan so that they can see the growth. When they see the growth, they will better align their efforts with the goals of the organization and performance can be enhanced. You know, leadership can also play a role. Mentoring and coaching to help them prepare for future roles.

I've talked about the example in the previous, you know, module also when I talked about how the senior civil servants, they are acting as mentors and coaches to the younger people who are entering the workforce now so they also you know help them realize their potential and guide them when they confront challenges and how to find out innovative ways sometime the younger generation come up with the ideas but they sometime might not know how to progressed that idea which so these you know plans from the organization in terms of mentoring and coaching or the current development plan sometimes also help these people you know attain those kind of goals which are important for them right Because see, people work for the organization, also personal growth is important, right? We can't say that only organization. People will better align their effort when their own personal growth is also attached with the organizational goal. This is another important aspect. So, we cannot ignore this particular aspect of employee development goals as the operating goals. Because they are the important, they are the ones who are making things happen for the organization.

So, it is important to take care of them, right? Then comes the productivity goals. Productivity goals if you look at they are largely focusing on the efficiency aspect. Efficiency aspect, focus on increasing the efficiency or we can also say that effective utilization of resources, optimal utilization of resources, lesser wastage, no errors, ensuring the optimal output, that is what is the idea of the operating goals in case of productivity. And then comes, finally, innovation and change as operative goals. Basically, we talked about open system, the framework, and then we talked about that whatever change is happening outside the organizational environment is going to impact the inside functioning of the organization.

So, how the organization responds to the changes happening in the environment, that's another operating goal for the organization. It can also focus on coming up with new policies. New programs for the citizens of the country coming up with the new ways innovative ways to ensure the public service delivery right it can also automate the process for example Digital India Program if you look at a lot of processes are been now becoming automated If you look at about beneficiary, benefits transfer, Aadhaar linkages with the bank accounts and income tax, the PAN card linkages. So, when this linkage is

there, there is also more transparency in the system. So, Government of India also talk about bringing in a lot of changes in terms of making much more transparent system, tracking the transaction.

So, this also becomes the operating goals of the organization, how to bring in changes, how to make processes more innovative so that it can actually ensure more transparency and can lead to more effectiveness and efficiency. So, these are some of the important fundamentals which are important in context of transparency the goals both in public and private sector organization. So, here I would want you to do a very small brief assignment. This is not evaluative assignment. Evaluative assignments you will get in the portal, but this assignment is for your own understanding.

I would request you to visit the websites of various public sector organizations such as BPCL, IOCL and others and find out about their vision and mission statements and learn about official and operating rules. So, how will you do that? You can instead of going to website or in addition to going to website, you can also look at their recent annual reports and understand their vision and mission statements. The reports will also see, they will highlight the various how these organizations are performing in the areas discussed under the operating goals. For example, market goals or performance goals or productivity goals.

I have given the example of NTPC here. So, see vision is to be the world's leading power company energizing India's growth. And mission, provide reliable power and related solutions in the economical, efficient and environment-friendly manner driven by innovation and agility. So, there are very broad official goals. So, these official goals, they reflect what the formal statements of the organization in terms of their reason for the existence in the organization. So, that's where they further these organizational official goals will lead them. Towards the design of the operating goals. So, I have taken this from the website here. You can always find the annual report of the NTPC. There is an annual report given. They have declared their value system. They have talked about the subunits, you know, department official, sorry, operating goals are listed there.

Please go to the various websites. I only ask you to go to public sector organization, but if someone is interested in Also, looking at the private sector organization, I would rather encourage them also to look at that and try to make a comparison, what kind of distinctions that you see in terms of focus, in terms of which particular statements are focusing on what aspects in terms of the overall official goals of the organization. And of course, you can always put your comments in the forum and we'll see how the discussions will happen on the exchange in terms of what people have understood in terms of official and operating goals. And I think learning would be much more rather than just listening to the lectures here, you should also work on something and then post on the platform so that there is a learning for all the learners who are involved in the

course here. So, I will also pitch in wherever it is required to give clarity on of course, also getting clarity on from all of, because learning is never one way. So, in the process, I will also get to hear your viewpoints about what you think about the aspects related to goals, especially official goals and the operating goals. So, I will stop here. In the next session, I will continue with the goals aspects in the public sector organization and the type of ambiguity, goal ambiguity measures proposed by Rainey and colleagues.