This thesis is concerned with Corporate Planning in a multi-unit, multi-process industry, the Steel Authority of India Limited (SAIL), being the particular industry where such an exercise was undertaken. The research study covers the various facets of Corporate Planning, both theoretical and actual case study of SAIL. As the active participant in the process of Corporate Planning in the sponsoring organization in two periods covering from 1985 to 1992, for which the plan period covered was upto 2005 AD, the different internal nuances and unique method of application of the concepts could be studied and brought out in this dissertation.

The thesis covers the basic concepts, approach and limitations of Corporate Planning and a general idea of the process. A typical systems approach for a multi-unit, multi-process industry has been depicted taking into consideration the market, market prices, capacity constraints, peculiarities of different units, their technological age and efficiency, investment requirements and how Corporate Planning can help to optimize the situation.

A survey of relevant literature on the subject brings out the premises on which different organizations have used Corporate Planning to suit the management's requirements of their planning process. The basic concepts of Corporate Planning and Strategic Planning have been applied in almost all the organizations identified in this study. The survey brings out the necessity for organizations to structure the planning process to meet the mission, objectives, roles and responsibilities and activity plans to suit the environment in which the organization exists. This has highlighted the necessity for a multi-unit, multi-process company to structure their planning process in a different and pragmatic manner. Due to the limitations of the basic process and different nuances relevant to a particular firm, there is a necessity to evolve the planning process to suit the organization needs. A tabular summary of the assumptions and contents, approach and limitations of different authors has been brought out.

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ABSTRACT

The history of the public sector steel industry in India as a background, and the position of the Steel Authority of India Limited, the multi-unit, multi-process industry, which is the basis for the subject of this thesis, has been described. The planning process adopted in two periods in SAIL and the plan upto 2005 AD has been documented in this thesis work. It clearly brings out the necessity for change in strategy from the first plan to the revised second plan due to changes in the external environment and need to reorient the mission and objectives. The derived action plans have been supported by optimum product mix studies, technology plans and market oriented production plans.

The results of the planning process adopted have in general been successful. The implementation results shown in the thesis reveals a progressive trend in production, techno-economic parameters, and other areas except an adverse financial position in recent years. This has been due to high financial burden for the large capital investments made over the years but the benefits are gradually being made available in terms of cost reduction and techno economic improvements.