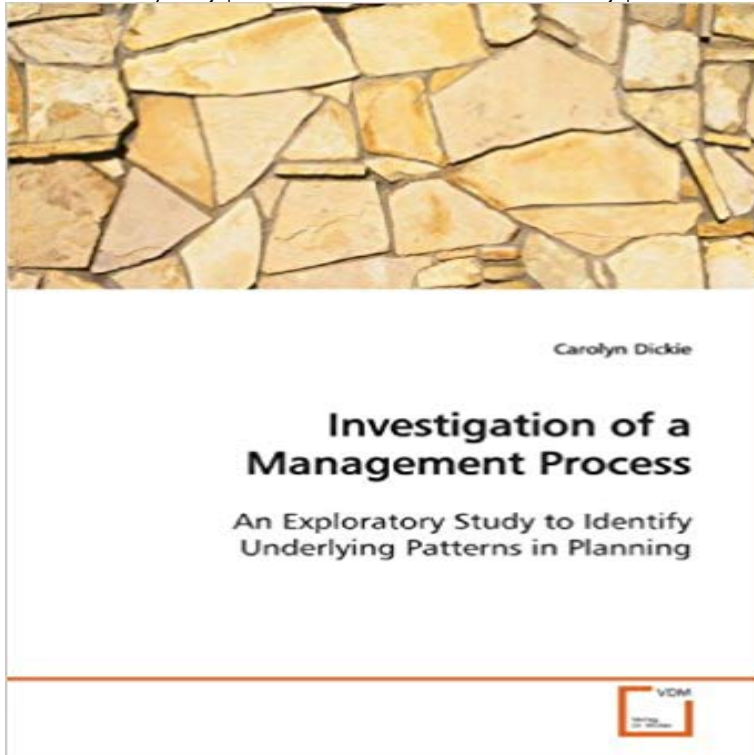


Investigation of a Management Process: An Exploratory Study to Identify Underlying Patterns in Planning



This study linked the management activity of planning with Alexander et al.s (1977) concept of pattern languages developed within architecture. The concept has been expanded in the information systems discipline to document software development practices. However, this work focussed on software from a purely technical aspect. Consequently, a focus of this study was to explore human processes of planning in organisations. Qualitative research was conducted by means of case and cross-case analysis of interviews of senior planning personnel in public and private organisations. At a macro level planning performances in all participating organisations indicated a strong relationship to Alexanders concepts of patterns. Participating public sector organisations demonstrated some common themes in their planning, usually due to government accountability demands. In the private sector each organisation undertook very different processes, largely because there was no internal or external accountability. Findings led to the development of a conceptual model to assist planning efficiency and effectiveness in organisations.

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