Individual Assignment
On

Business Mission and Vision
(Topic A)

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Saturday and Sunday Class – Room 416

Academic year: 2009-2010
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V. REFERENCES
I. INTRODUCTION

For the vast majority of companies, having well-defined visions and mission statements changes nothing. The exercise of crafting them is a complete waste of time and talent if visions and mission statements are used for nothing but being published in the annual report and displayed in a reception area. To be able to energize employees to work towards corporate goals, visions and missions should be more than a sign on the wall. Executives and managers should live them, be seen living them, and constantly communicate them to their employees.

Strategic Management is one of the subject lines in the Master in Business Administration program in which student for this subject need to complete individual assignment, the one of assessment method, within three topics relating to vision and mission of business. Now the one of three options provided is "Explain why a mission statement should not include strategies and objectives? What is your University’s self-concept? How would you state that in a mission statement? Write a good vision statement for the University, presuming that you are its Director. Who are the major competitors of your University? What are their strengths and weaknesses? How successful are these institutions compared to your University?"

The purpose of this assignment is in order to enhance students' learning skills to be able to:
- Describe the nature and role of vision and mission statements in strategic management.
- Discuss why the process of developing a mission statement is as important as the resulting document.
- Identify the components of mission statements.
- Discuss how clear vision and mission statements can benefit other strategic-management activities.
- Evaluate mission statement of different organizations.
- Write good vision and mission statements.
II. DEFINITION

II.1. Vision

Vision is a possible and desirable future state of an organization that includes specific goals. Vision statement is a written statement that reveals what we want to become, as compared to a mission statement, which reveals what our business is. It answers to question: “what do we want to become?”

II.2. Mission

Mission is the purpose or reason for corporation’s existence. It may be narrow or broad in scope.

Mission statements are “enduring statements of purpose that distinguishes one business from other similar firms. A mission statement identifies the scope of a firm’s operations in product and market terms.” It addresses the basic question that faces all strategists: “what is our business?”

II.3. Objectives

Objectives are the end results of planned activity. They state WHAT is to be accomplished by WHEN. They should be quantified, if possible.

II.4. Strategies

Strategies are potential actions that require top management decisions and large amounts of firm’s resources. They are mechanisms by which long-term objectives are realized.

II.5. Self-concept

Self-concept is a multi-dimensional construct that refers to an individual’s perception of “self” in relation to any number of characteristics, such as academics, gender roles and sexuality, racial identity, and many others.
III. DISCUSSION AND ANSWER TO QUESTION ASKED

III.1. why a mission statement should not include objectives and strategies

According to the strategic management model, to form strategy, firstly we should declare the reason for existence called mission. Then state objectives - what results to accomplish by when, and strategies – plan to achieve the mission and objectives. Clear mission is needed before alternative strategies can be formulated and implemented, means, use the mission statement as a starting point to develop objectives and strategies. Therefore, in a mission statement should not include objectives and strategies. (Please see diagram below).

<table>
<thead>
<tr>
<th>Strategy Formulation</th>
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<tbody>
<tr>
<td>Mission</td>
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<td>Reason for existence</td>
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<td>Objectives</td>
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<td>What result to accomplish by when</td>
</tr>
<tr>
<td>Strategies</td>
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<tr>
<td>Plan to achieve the mission and objectives</td>
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<td>Policies</td>
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<tr>
<td>Broad guidelines for decision making</td>
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</tbody>
</table>

III.2. what is your university’s self-concept

Self-concept is defined an organized cognitive structure comprised of a set of attitudes, beliefs and values that cut across all facts of experience and action, organizing and tying together the variety of specific habits, abilities, outlooks, ideas and feeling that a person displays. Presuming that I am a president of university, my university’s self-concept is focus on the things following:

* Our university: as a special place for faculty, staff and students, providing a unique and invaluable service to the citizens of Cambodia, as well as a hub for global research knowledge and ideas.

* Our HR Staff: energetic, dedicated, responsive Human Resource professionals who have a desire to work collaboratively as a team, exhibit trust and respect for each other, demonstrate
uncompromising personal integrity, and are committed to maintaining the highest level of expertise in order to deliver excellent service.

- **Our responsibilities**: all members of the university community should be treated with respect and dignities, have opportunities for professional growth and development, receive fair and equitable treatment, and work in a safe environment.

- **Our student**: eager, high quality, intelligent learners, engaging them wherever they are recognizing their knowledge and contributions.

### III.2. how would you state that self-concept in a mission statement

Before talking about how to state the self-concept above in a mission statement by presuming as a president of university, firstly let to review some theories relating the characteristics and components of a mission.

According to Vern McGinnis, the characteristics of a mission should:

- Define what the organization is
- Define what the organization aspires to be
- Limited to exclude some ventures
- 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

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
- 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
- Reflect judgments re: future growth
- Provide criteria for selecting strategies
- Basis for generating & screening strategic options
- Are dynamic in orientation
Components of mission

- Customers
- Products or services
- Markets
- Technology
- Survival, growth, and profitability
- Philosophy
- Self-concept
- Concern for public image
- Concern for employees

Now, to consistent the above presuming university's self-concept in a mission, **mission statement of KAMPUCHEAK VARAMAN¹ University of Cambodia is** "a private university providing innovation undergraduate and graduate that contributes to the development of society and the individual, and advancing the intellectual and social condition of Cambodian people. The university actively facilitates learning through the preservation, discovery, synthesis, and dissemination of knowledge."

- provide cognitive skill (knowledge, comprehension, application, analysis, synthesis, and evaluation) in technologies, foreign languages, management & leadership and social development;
- provide affordable, high quality undergraduate and graduate education appropriate for the nation (Cambodian) and the region;
- provide services and resources to promote student learning, retention, and academic success;
- foster faculty, staff, and student outreach through service activities;
- provide a safe and secure employee work environment;
- make instruction available throughout KAMPUCHEAK VARAMAN's service area using all appropriate modes of delivery;
- enhance the quality of health care in the region;
- promote economic development through research, collaboration, and technological innovations;

¹ KAMPUCHEAK VARAMAN is only the presumption's name of university
• educate a citizenry capable of living and working effectively in a global environment;
• support and strengthen the faculty, staff, student, and administrative governance structures in order to promote shared governance of the institution;
• further the intellectual, artistic, and cultural life of the community and region; and
• Adhere to the KAMPUCHEAK VARAMAN University of Cambodia creed and to the Statement of Ethics.

Expected for Student’s Outcome:
KAMPUCHEAK VARAMAN University of Cambodia students will have the opportunity to
• use their knowledge, creativity, and critical thinking skills to make their communities better places in which to live;
• examine critically the many issues facing society and, through the process of civil discourse, prepare themselves to become socially responsible individuals who contribute to the betterment of society;
• appreciate and to cultivate diversity, and to value differences;
• participate in activities such as artistic and cultural programs, social and residential life activities, and intercollegiate/intramural athletic teams; and
• Undertake intensive graduate-level education in their chosen fields upon admission to graduate school, giving them solid foundations for becoming competent professionals.

III.4. write a good vision statement for the university

Vision of the KAMPUCHEAK VARAMAN University of Cambodia:

The KAMPUCHEAK VARAMAN University of Cambodia will be The University of choice for the best and brightest students in Cambodia and a University of choice for all other students who seek exceptional educational opportunities. The KAMPUCHEAK VARAMAN University of Cambodia will be a student-centered research university and an academic community united in its commitment to enhancing the quality of life for all Cambodians.

III.5. who are the major competitors of your university?

The major competitors of the KAMPUCHEAK VARAMAN University of Cambodia are:
1. The Institute of Technology of Cambodia (ITC)
2. The Institute of Foreign Languages (IFL), The Royal University of Phnom Penh (RUPP)
3. The Paññasastra University of Cambodia (PUC)
4. The Limkokwing University in Cambodia (LU)
III.6. what are their strengths and weaknesses?

a. The Institute of Technology of Cambodia (ITC)

ITC is in Cambodia the only institution whose the mission is to form superior and middle managers whom private companies need. It is so in narrow relation with the industrial world directly involved in the regional context. It benefited from a frame of action (finance,...) which allowed ITC to start without time losing. The first objective is to prepare executives arranging qualities allowing the students to face the labour market in Cambodia and in the region. The quality of the scientific and technical educations, the practice of foreign languages (English, French) predisposes them to a regional brilliancy. ITC elaborated new educational programs in accordance with the socio-economic reality of the country and the region.

ITC is the leading institution in Cambodia in providing technology education:

• Civil Engineering
• Electronic and Energetic
• Information and Communication
• Chime and Alimentation
• Rural
• Mechanic and Industry

Strengths

- Educational achievement: Student fined easily an employment in the private sector (100%);
- AUF (Agence Universitaire de la Francophonie) member;
- France cooperation;
- French-based education for engineer cycle an Cambodian-French-based education for super technician cycle;
- Facilities, equipment and laboratory;
- Academic staff: mostly PhD and Master degree from abroad;
- Curriculum;
- Admission condition: 1) Hold a High School Certificate or a qualification deemed equivalent by the Ministry of Education, Youth and Sport (MoEVS), with at least an overall D grade. 2) Pass a 120-minute Mathematics, 120-minute Physic and chime and 60-minute Logic entrance examination administered by ITC’s Admissions Committee;
- Fully accredited by ACC.
Weaknesses
- Dissemination of the strategic plan;
- Implementation of the strategic plan;
- Number of teaching books for every subject kept in the library;
- Students’ transfer and intake policy.

b. The Institute of Foreign Languages (IFL), RUPP

IFL is an institute of the Royal University of Phnom Penh. RUPP is committed to its further development as the leading university in Cambodia in the fields of science, social sciences and humanities. It is committed to maintaining excellence in all its missions, creating and extending knowledge, morality and wisdom for the sustainable development of both individuals and society and for the cultural diversity within the regional community. The Royal University of Phnom Penh strives to preserve and promote Khmer culture and identity and support the development of Cambodia through education, research and community service.

Strengths (IFL)
- Apart from coursework, a practicum (teaching practice period) and ongoing individual learning are important aspects of the course;
- Admission condition: 1) Hold a High School Certificate or a qualification deemed equivalent by the Ministry of Education, Youth and Sport (MoEYS), with at least an overall D grade. Alternatively, they must have a B.A. or an associate degree in any field. 2) Pass a 90-minute English entrance examination administered by IFL’s Admissions Committee. 3) Select a study shift (morning, afternoon, or evening) when submitting their applications. Once chosen, this shift cannot be changed;
- Assessment;
- Academic staff;
- Curriculum;
- Government links;
- ASEAN University Network (AUN);
- International Links;
- Link with international organization;
- Facilities;
- Fully accredited by ACC.
Weaknesses (IFL)
- Dissemination of the strategic plan
- Students’ transfer and intake policy
- No first aid service
- Dissemination of information

c. The Paññasastra University of Cambodia (PUC)

Paññasastra University of Cambodia (PUC), an independent and non-profit educational institution, is officially recognized, and fully accredited by the Royal Government of Cambodia, Ministry of Education, Youth and Sport, and is in collaboration with many colleges and universities abroad, including those in the U.S, Europe, and the Asia-Pacific region. It is the first and only higher learning institution in Cambodia to provide strictly English-based education for all its degree programs, and to adopt international standards of curriculum and academic programs.

Strengths
- International standard curriculum and academic programs;
- English-based education;
- Facilities and environment;
- Academic staff: mostly PhD and Master degree from abroad;
- Strategic plan which shows its ability to intake at least 500 students for foundation year;
- Students’ transfer and intake policy;
- Fully accredited by ACC.

Weaknesses
- High services’ price;
- Few lecture is Just fresh graduate;
- Implementation of Assessment method (some subjects are not following in curriculum).

d. The LIMKOKWING University of creative technology (Cambodia campus)

LIMKOKWING University of creative technology, Cambodia campus is the new one international university that just founded in 2008. It will bring programs here that are suitable for the development of Cambodia - town planning, architecture, multimedia, design, communications and so on, Not just business courses - everyone is doing business here. What we have added on to the Phnom Penh programs is leadership and tourism.
Students are encouraged to think about being an entrepreneur instead of just being a worker. For us, transformation means changing firstly yourself and the way you see things and fitting it into what the country needs. In other words, you build yourself a place and design your self a role. You can't fail if you do that.

Strengths
- International university;
- Many campus: Malaysia, Botswana, China, Lesotho, United Kingdom and Cambodia;
- Offering new program: Creative Technology – multimedia, design, architecture, town planning, communication and so on.

Weaknesses
- A bit poor of management;
- Some difficulty of adoption into Cambodia's environment and context;
- No assessment from the Accreditation Committee of Cambodia yet (by June 2010).

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<tr>
<th>Competitors</th>
<th>Strengths</th>
<th>Weaknesses</th>
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<td>The Institute of Technology of Cambodia (ITC)</td>
<td>- Educational achievement;</td>
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III.7. How successful are these institutions compared to your university?

The four competitor’s institutions above (ITC, IFL, PUC, Limkokwing) are successful compared to the KAMPUCHEAK VARAMAN University of Cambodia, because of:

- Public institution/government link (ITC, IFL);
- Local reputation (ITC, IFL, PUC);
- Fully accredited by ACC (ITC, IFL, PUC);
- International recognition and reputation (Limkokwing);
- ITC, IFL, and PUC were found long time in the past;
- Dormitory service (ITC);
- Curriculum relating to engineering and technology (ITC, Limkokwing);
- Curriculum relating to foreign languages (IFL, PUC);
- Existing networking (cooperation, Alumni, industry, NGO, etc);
- Market penetration;
- Already existing a lot of customer (market share);
- KAMPUCHEAK VARAMAN University of Cambodia is only a new one institution.
IV. CONCLUSION

Through the critical thinking on the issues as well as the questions asked of this assignment, it indicates (1) the Importance of Mission Statements Is Well Documented. (2) Reasons for Developing a Written Mission Statement: to ensure unanimity of purpose within the organization, to provide a basis, or standard, for allocating organizational resources, to establish a general tone or organizational climate, to serve as a focal point for individuals to identify with the organization’s purpose and direction, and to deter those who cannot from participating further in the organization’s activities, to facilitate the translation of objectives into a work structure involving the assignment of tasks to responsible elements within the organization, to specify organizational purposes and the translation of these purposes into objectives in such a way that cost, time, and performance parameters can be assessed and controlled. (3) A Resolution of Divergent Views: developing a comprehensive mission statement is important because divergent views among managers can be revealed and resolved through this process, considerable disagreement among an organization’s strategists over vision and mission can cause trouble if not resolved, an organization that fails to develop a vision statement as well as a comprehensive and inspiring mission statement loses the opportunity to present itself favorably to existing and potential stakeholders.

Moreover, via the discussion above enable to enhance and strength students’ competency and meet the purpose of the assignment as already mentioned. It qualifies student in cognitive skill, identifying the components of mission statements, writing a good mission and vision statement and analyzing of competitors’ strengths and weaknesses.