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# Major Dimensions of Company Mission

## Major Functioning of the Organization

Why does the organization exist? What is its function? (Note that this is different from what the organization does, which is its primary activity, and is discussed below.)

### *Examples*

- to generate good returns for the investors now,
- to produce growth of capital investment,
- to provide a tax shelter.
- to provide employment, income, and prestige for the senior executives,
- to advance science, technology (e.g, as in a research lab),..
- to provide employment in the community.
- to serve the public, community (e.g., a public library),
- to serve the business community (e.g., an accounting firm),
- to contribute to people's health (e.g., a hospital),
- to perpetuate an existing institution,
- to serve the country (e.g., by bringing in foreign exchange)

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Professor Renato Tagiuri prepared this note as the basis for class discussion.

## Major Activity of the Organization

This is what the organization *does*. It is a means to and end, where the end is described above under *Function of the Organization*.

### *Examples*

- retailing of alimentary goods,
- design, production and sales of advanced micro-electronic devices,
- life insurance,
- real estate development and management,
- delivery of health services,
- air transportation of passengers and freight,
- providing accounting and auditing services,
- managing an hotel chain,
- commercial banking,
- stock exchange brokerage.

## Major Philosophical Principles, Values

By what principles and values are choices made among alternative strategies, tactics, corporate behavior, individual conduct? These principles are not only moral or ethical, but can refer to such matters as quality, technology, and are often subsumed under "policy".

### *Examples*

- to operate and expand strictly by means of internal financing,
- to be at the frontier of technology,
- to promote from "within,"
- to improve on technological developments made by, other firms, rather than to innovate ourselves,
- to give our customers the best value for the money,
- to keep the interests of our home country uppermost in all our decisions,
- to treat all members of the organization with the greatest personal respect, under all circumstance

- to serve the public with relatively inexpensive but reliable merchandise (e.g. Sears Roebuck),
- to stress quality over price,
- to be good citizens of the community, country in which we operate, to abide by the *spirit* of local, laws,
- to keep the company's ownership within the family,
- to keep the company a closely held one.